VALLEY VISION 2025

alternatives, choices, solutions
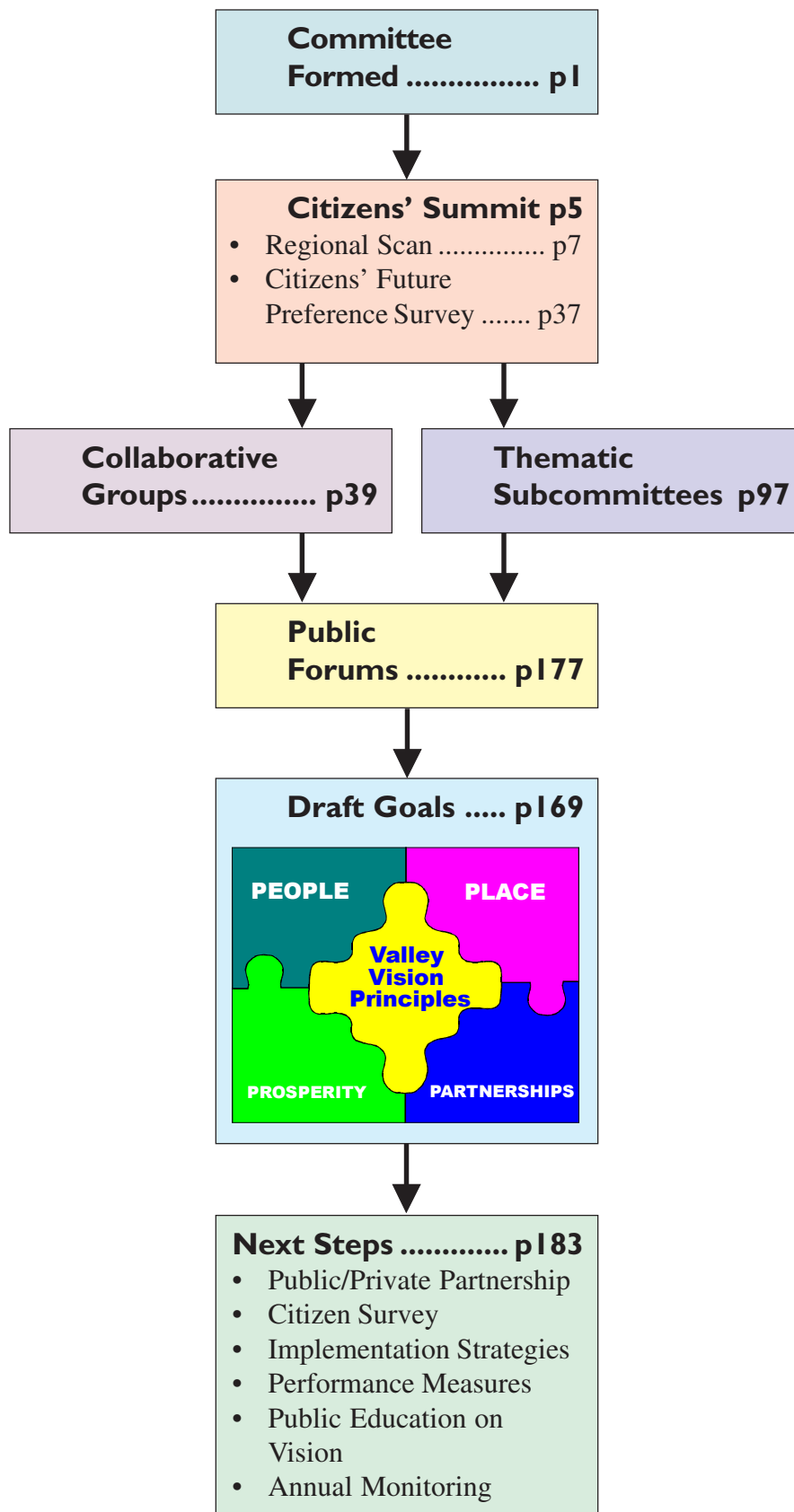
Vision Report

February 2000

Valley Vision 2025 was initiated by:

MARICOPA ASSOCIATION of GOVERNMENTS

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A Call to Action

Dear Neighbors:

Valley Vision 2025 is a call to action to create a better future for ourselves and our children. We need a shared vision that will ensure this region remains a great place to live, work and raise a family. Throughout the discussion and deliberations of the *Valley Vision 2025* process, it has been clear that our region has a great deal to be proud of: our multi-cultural heritage, our unique desert environment, our strong economic performance and the excellent quality of life that many people in the region enjoy. We believe that the framework outlined in this plan creates a starting point for continuous improvement through community engagement.

In the Phoenix metropolitan region, rapid growth has long been a reality. From 1990 to 1997, Maricopa County was the fastest-growing large county in the United States. Our region's economy is booming — with job growth, small business development, housing permits, and occupancy rates at some of the highest levels in decades. The unemployment rate in the region is one of the lowest in the nation. Yet this rosy economic picture does not tell the whole story. Increasingly, residents are questioning the expansive growth in the region and its impact on their quality of life and community well-being. Economic and geographic disparities, workforce skills, the education system and transportation issues are growing concerns in the Valley of the Sun.

Approximately 25 percent of Valley residents are in need of affordable housing. Nationally, Arizona has the highest percentage of teens that drop out of high school and employers are concerned that there are not enough skilled employees to keep their businesses moving forward in a knowledge-based economy. Despite our strong economic performance, there are compelling needs that must be addressed if the Valley of the Sun is to remain a prosperous, livable community.

The projections for the region's future growth make it apparent that more extensive regional cooperation and planning will be needed. Based on current trends, the region is projected to grow from 2.9 million residents today to 4.9 million in 2025, almost doubling in a generation. Employment and housing will continue to grow, mainly on the region's perimeter, leading to a projected increase in traffic congestion Valleywide. The percentage of freeway miles that are congested during the afternoon peak is projected to increase from 18 percent to 34 percent by 2025. This congestion will try people's patience and constrain business productivity. No single entity can effectively address these challenges. Local jurisdictions, regional organizations, businesses, educators and community members will need to work together to focus our growth in a way that benefits our region's people and their quality of life.

Clearly, if a fast-growing region like Maricopa County is to remain a desirable place to live, our first step must be to develop a broad vision that describes how the region plans to grow — both physically and socially. *Valley Vision 2025* was initiated by the Maricopa Association of Governments and has been guided by a committee made up of a cross-section of business, civic and community leaders. Our goal is to provide a forum and an inclusive process in which the diverse residents of the region can shape our common future.

What kind of place do we want to become? What values, skills and dreams do we want our children to embrace? What kinds of opportunities do we want to be available to the region's residents? And once we know what kind of community we want, how do we move the region toward achieving our vision? As we continue to develop and implement the vision outlined in this report, and discuss our future challenges, we need to be truly honest in evaluating our shortcomings so that we can improve. And with so many jurisdictions and such challenging issues, it will take the participation of regional leaders from all walks of life to address our common concerns.

We dedicate this vision to our children, and urge you to work together to achieve it.

The *Valley Vision 2025* Committee, January, 2000

Valley Vision 2025
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Valley Vision 2025 Report

Build a house without a blueprint and the final product probably won't turn out to be very desirable — maybe not even livable. Build a community without a blueprint or plan, and it will likely suffer the same fate.

To grow successfully as a region, we must have a long-range plan for building a region which encompasses our values as a community. That's the purpose of Valley Vision 2025, a public/private partnership initiated by the Maricopa Association of Governments to form a vision of what this region should become by the year 2025. It is the outgrowth of citizen-based recommendations that this region must plan for its future now if it is to continue to be an attractive and desirable place to live.

Current projections estimate that the region's population will swell to nearly five million by the year 2025. Valley residents increasingly question the expansive growth in the region and its impact on our quality of life. Valley Vision 2025 seeks to identify the core community values embraced by the residents of this region, and to outline the goals and objectives for becoming the place that we all want to call home.

The Valley Vision 2025 Committee began its work in January of 1998. The 79 founding members represented a diverse cross section of business, civic and community representatives from throughout the Maricopa region. In fact, the Committee represented the most representative regional group to come together for a single effort. During the next two years, the Committee gathered information through three main sources: collaborative groups, thematic subcommittees, and public forums.

The collaborative groups served as the eyes and ears of the Visioning process. These were

From working moms to firefighters, from teenagers to senior citizens, the collaborative groups tapped into the core of their communities to seek input from residents about their vision for the future.

groups formed in individual cities throughout the region to collect input from their communities. From working moms to firefighters, from teenagers to senior citizens, the collaborative groups tapped into the core of their communities to seek input from residents about their vision for the future. The collaborative groups reported their findings back to the thematic subcommittees and Valley Vision 2025 Committee.

The thematic subcommittees focused on nine critical areas of interest, including: Cultural, Economy, Education, Human Services, Natural Features, Public Safety/Civic Infrastructure, Public Utility/Governance, Transportation, and Urban Features. The subcommittees were made up of business and civic leaders, field experts and citizens with a strong interest in each issue area. The subcommittees held meetings, sponsored workshops, and helped devise a survey that was distributed throughout the Valley to collect input about each issue area.

In addition to the public outreach conducted by the collaborative groups and thematic subcommittees, 13 public forums were held at the beginning and end of the visioning process. These forums included a "Citizens' Summit on the Future" in June of 1998, as well as a series of 12 forums held in separate communities over a six-week period in late 1999.

The Citizens' Summit included development of a Regional Scan to assess the current status of the region, and included input from forum participants through a Citizens' Future Preference Survey. The twelve public forums, held in October and November 1999, were designed to give the public the opportunity to review and comment on the 43 draft goals developed by the Valley Vision 2025 Committee. The forums also provided an opportunity for dialogue to

collect additional visioning input. In ranking the goals, citizens identified the need for a quality transit system, control of urban sprawl, and wise use of open space as their highest priorities for the region.

Because of the diversity of the Valley Vision 2025 Committee and the complexity of issues addressed in this Report, it should be noted that not every Committee member endorses every word contained herein. However, the report seeks to address the broad scope of this effort and to represent the general consensus of the Committee.

While the work of the Valley Vision 2025 Committee has been both comprehensive and intensive, there are additional steps which must be taken in the Valley Vision process. These additional steps will include:

- Conducting a statistically-valid, random-sample telephone survey. This survey of 800 people is recommended to ensure that Valley Vision 2025 reflects the views of all representative groups of the Valley. Results will be incorporated into the final draft of the Vision document.

- Establishing a joint public/private partnership. To ensure that the Valley Vision 2025 is refined and implemented, a joint venture partnership with the private sector should be established. Incorporating the work done to date and the additional input of the telephone survey, this joint venture should be launched with a public resolution of commitment that demonstrates a high degree of commitment to the Vision, and to the future of this region.

- Developing implementation strategies and performance measures for the Vision. The Valley Vision 2025 Committee wants to ensure that the final Vision does not become a dusty, two-dimensional document — but remains as a living, ever-evolving, three-dimensional journey into the future. It will be up to the joint venture to develop implementation strategies and performance measures for the vision.

Annual reports will be developed to monitor the progress of the region in reaching the goals set forth in the Vision.

When these steps are complete, the Vision will be presented to the MAG Regional Council for adoption. The council membership includes the mayors of 24 cities and towns in Maricopa County, representatives from two Indian Communities, and a member of the Maricopa County Board of Supervisors. It is anticipated that the Vision will be endorsed by all local governments individually, as well by civic and community groups.

Once the Vision has been adopted, it can be used as a road map by city planners, local governments, and civic leaders to ensure that the Maricopa region is an attractive place for citizens to raise families, teach children, make a living, build businesses and enjoy our natural environment.

VALLEY VISION
2025
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Valley Vision Process
Establishing a Vision for the Future

Blue Ribbon Committee

How It Began

Valley Vision 2025 (originally called Region 2025 Vision) was the outgrowth of earlier efforts, particularly recommendations made by a Blue Ribbon Committee. The committee was convened by the Maricopa Association of Governments (MAG) Regional Council to determine the feasibility and scope of a regional visioning effort.

The Blue Ribbon Committee examined regional value statements developed by the MAG Regional Development Policy Committee as a precursor to a more comprehensive visioning effort. The Committee found a prevailing belief among community leaders that to grow successfully as a region, we must know what we want our communities to look and feel like twenty or thirty years from now. To develop any blueprint, you must first know what you want the final structure to be — the same rule applies in developing a blueprint for the future. The Blue Ribbon Committee recommended that a

vision plan be developed for building a region which encompassed the values of the Valley community as a whole.

The recommendations by the Blue Ribbon Committee led to the formation of the Valley Vision 2025 Committee. Nominations for committee members came from MAG Regional Council members, who were charged with appointing a committee that would represent the same broad base of interests and diversity found within the Valley population. Eventually 80 members representing a cross section of business, civic and community representatives from throughout the Maricopa region were appointed, and the Valley Vision 2025 Committee convened for the first time on January 8, 1998.

Valley Vision 2025 was born.

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Citizens' Summit on the Future

From the beginning, the Valley Vision 2025 Committee recognized that to make the Vision truly representative of the region, public input must be a crucial component in every step of the visioning process. One of the first major events scheduled was a Citizens' Summit on the Future.

The Citizens' Summit was held on June 6, 1998 at the Orpheum Theatre in Phoenix and attracted hundreds of people interested in the visioning effort. Two major components comprised the agenda: the Regional Scan and a Citizens' Future Preference Survey.

Regional Scan

The Valley Vision 2025 Committee decided that before determining where the region should be going, it would be helpful to first know where we are. The Committee asked MAG to pull together a report that summarized existing conditions in the region and which would serve as a baseline to provide the starting point for conversations about the future. This "regional scan" was designed to assess the region by examining current trends, plans and policies in existing city-level

visions, general plans, community group mission statements, policy statements and other documents. It was presented for the first time at the Citizens' Summit. The regional scan provided a valuable snapshot of the region as it appeared in 1998, and included projections on what the Valley would look like in the Year 2025 should current trends continue.

Citizens' Future Preference Survey

During the second half of the summit, 270 forum participants were given hand-held, wireless voting key pads to record their votes on a series of questions about major Valley issues. The purpose of the electronic voting was to provide the audience with an instantaneous sampling of opinions on what Valley citizens expected the Valley would look like in the Year 2025.

Valley Vision 2025
Committee
Members

Collaborative Groups

In a further effort to reach out to individual communities, "Collaborative Groups" were formed in communities around the Valley to seek input from residents about their vision for the future. The collaborative groups included city planners, community advocates, chamber directors, city council members, town managers and interested citizens. The collaboratives were asked to tap into the sentiments of citizens on issues identified as crucial to the future of the Valley. Instead of relying solely on public meetings to solicit input, many of the collaboratives used personal visits, surveys, telephone interviews and other methods to collect this information.

Thematic Subcommittees

The Vision committee defined nine specific areas in which Valley Vision 2025 participants would seek to identify preferred community values. These areas included: Cultural, Economy, Education, Human Services, Natural Features, Public Safety/Civic Infrastructure, Public Utility/Governance, Transportation, and Urban Features. Nine "thematic" subcommittees were formed around each of these issue areas. The thematic subcommittees were made up of Valley Vision 2025 Committee members, field experts and interested citizens. In addition, a Public Outreach Committee was formed to coordinate outreach, publicity and media relations efforts for the Valley Vision project.

The collaborative groups and thematic subcommittees worked closely together to share ideas and information collected during their separate activities. The thematic subcommittees helped develop a list of 18 questions to be included in a survey that was distributed by the collaborative groups. The collaborative groups in turn provided the information gleaned through their outreach efforts and from the surveys back to the thematic subcommittees. Both groups developed reports on their activities which are included later in this report.

Development of Draft Goals

By collecting information through the thematic subcommittees, collaborative groups, and public input, the Valley Vision 2025 Committee developed a set of 43 draft goals — a compilation in goal form of the issues identified through the visioning process as crucial to the region. In what became known as the "Five P's," the goals were separated into key Valley Vision Principles: People, Place, Prosperity and Partnerships.

Public Forums

Once the 43 goals were developed, the Valley Vision 2025 Committee wanted to ensure that the goals were on target with the vision of the community. Through a series of twelve public forums, the goals were brought back to the public for review and additional input. The forums were held over a two-month period (October and November 1999) and each forum was scheduled in a different community to ensure a diverse representation of participants. A facilitator was hired to conduct the discussions, and a Spanish translator was available for three of the forums. Participants were asked to rank the goals according to level of priority. The forums were structured to be highly dialogue-driven. All comments and rankings were recorded and included in a comprehensive report of each forum. The reports were then passed on to the Valley Vision Committee for incorporation into the final Vision report.
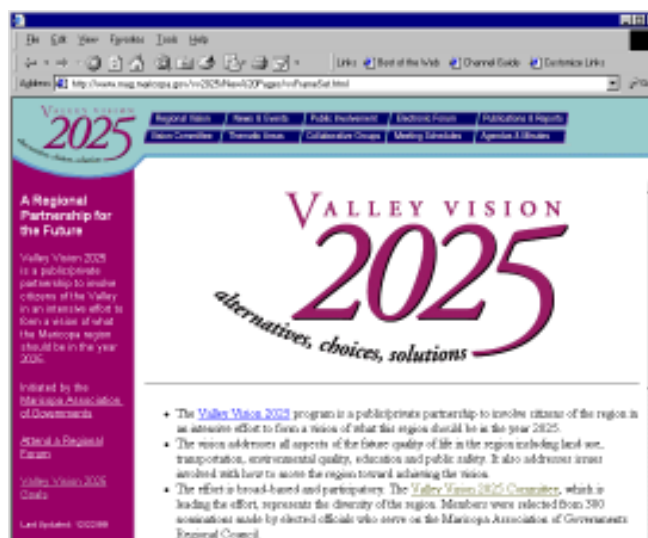
Valley Vision 2025 Homepage

Implementing the Vision

The next phase of the Valley Vision 2025 Plan will be to make further refinements on the vision, develop progress measures as well as formulate and carry out implementation strategies. This will require a statistically-valid public opinion survey to further refine the Vision to ensure it is representative of the people of this region. A public/private partnership will be fostered to develop benchmarks and performance measures for the Valley Vision 2025 goals. Finally, there will be widespread community education on the Vision. MAG will monitor the performance measures and the committee members hope that an annual report will mark our progress as a region.

Citizens' Summit
Kicking Off the Process

The "Citizens' Summit on the Future" was held June 6, 1998. The Summit was designed as a major public event to focus the community on Valley Vision 2025 and to initiate discussion on the possibilities for the future of the region.

Thousands of invitations were issued to citizens, community groups, civic leaders, businesses and stakeholders, inviting them to participate in the forum. An estimated 450 people were on hand when the Summit convened at the Orpheum Theatre in Phoenix.

The objective of the Summit was twofold: to provide information about our region through the presentation of a Regional Scan, and to conduct a Citizens' Preference Survey to help determine prevailing attitudes and areas of concern when it came to crucial issues in the region.

Regional Scan

The Regional Scan was presented as a multimedia show

Orpheum Theatre

examining existing conditions and projections for the region on issues such as population growth, employment, housing, transportation, education, public safety, air and water quality, civic infrastructure, public finance, open space and urban form. The presentation featured field experts who provided an analysis of the many detailed maps, graphs and charts contained in the scan.

The Regional Scan provided a comprehensive snapshot of the region as it appeared in 1998, as well as projections for the Year 2025 should current trends continue unabated.

Attend the Citizens' Summit on the Future

Alternatives

The Valley is at a critical juncture. What are the alternatives for the future and how will they affect our quality of life? We'll take a comprehensive look at our community from past to present, and give you an eye-opening glimpse into the year 2025.

Choices

There are important choices before us, and everyone's opinion is important. Attend the Citizens' Summit and express your views on issues that affect the future of the Valley in such areas as transportation, education, environmental quality, and public safety.

Solutions

Be heard by community leaders and take part in helping to shape the future of our region. This effort will guide decisions and suggest solutions to achieve our vision of the Valley for future generations.

VALLEY VISION 2025
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Citizens' Summit
VALLEY VISION 2025
June 6th, Orpheum Theatre

Valley Vision 2025 Citizens' Summit

Call 452-5080 to reserve your space.

Saturday, June 6, 1998
Registration 8 am, Program 8:30 am to Noon

The Orpheum Theatre
200 West Washington Street, Phoenix, AZ 85003

The Citizens' Summit is free of charge and the public is welcome.

Initiated by the Maricopa Association of Governments

Produced in cooperation with the Orpheum Theatre, owned by the City of Phoenix and managed by the Phoenix Civic Plaza

Citizens' Future Preference Survey

The Citizens' Future Preference Survey was designed as an interactive survey to measure the attitudes and expectations of citizens as they considered the future of the Valley in the Year 2025. After receiving the comprehensive analysis of the region provided through the Regional Scan, 270 forum participants were given hand-held, wireless voting key pads to record demographic information about themselves and to vote on a series of questions about Valley issues.

As the votes were taken electronically, the results were simultaneously projected onto a large screen at the front of the auditorium, giving participants an instantaneous look at their collective desires and expectations for the region.

The survey was followed by an open microphone which enabled audience members to provide additional input on their responses to the survey, as well as their hopes and visions for the future.

Information from the Regional Scan and Citizens' Future Preference Survey follow.

Regional Scan: The Home We Share

The Regional Scan was developed to help us learn more about the home we all share. This background information helps us to think about what kind of place we want to become. What values, skills and dreams do we want our children to embrace? What kinds of opportunities do we want to be available to the region's residents? Knowing where we've been and where we might be headed based upon current trends helps us determine future priorities, and provides an opportunity to change direction before the trends are realized.

The following regional scan provides information on various aspects of the place in which we live, including: population, employment, housing, transportation, education, public safety, air and water quality, civic infrastructure, public finance, agriculture, and open space. Join us on a journey as we delve into the many aspects that make up who we are as a community. Let's begin with some background about the regional agency which initiated *Valley Vision 2025*: the Maricopa Association of Governments.

The Maricopa Association of Governments (MAG) is a regional agency of the Valley's communities working together to ensure a better quality of life. MAG is a council of governments that serves the metropolitan Phoenix area and the many diverse cities, towns and Indian communities within Maricopa County. MAG is made up of the 24 incorporated cities and towns within Maricopa County, the Gila River Indian Community, the Salt River Pima Maricopa Indian Community, and Maricopa County.

The Regional Council, which is the governing and chief policy-making body of MAG, is comprised of the region's 24 city and town mayors, the chair of the Maricopa County Board of Supervisors, lead elected officials from the Indian Communities, and a representative of the Arizona Department of Transportation and the Citizens Transportation Oversight Committee. Founded in the spirit of cooperation, MAG members believe that by uniting they can solve common problems, take an active role in regional issues, and proactively address concerns that affect all of our communities.
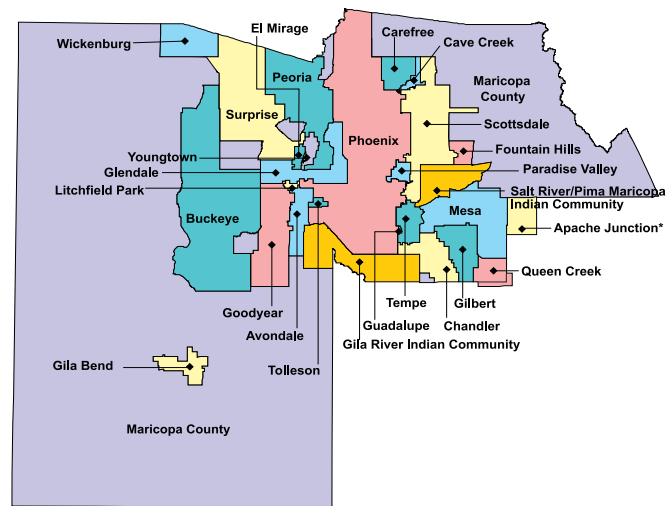
The agency is charged with developing regional policies and plans in areas such as transportation, air quality, water quality, solid waste and human services. MAG also distributes millions of dollars in federal funds for many important transportation, environmental and human services programs. MAG's mission includes providing a forum for discussion and study of regional issues, facilitating agreements among governmental units for the adoption of common policies, laying the groundwork for future growth and development, and identifying and solving regional problems by attaining the greatest degree of intergovernmental cooperation. It is MAG's goal to ensure that through the cooperation and pooling of resources, citizens get the utmost value for every dollar spent on governmental operations.

Valley Vision 2025 is just one of the many activities initiated by MAG to help ensure and maintain a high quality of life for all of the region's residents. MAG's regional activities encompass issues affecting almost every aspect of our lives. For example, our Human Services division helps study and solve problems in such critical areas as homelessness and juvenile justice. Our committees develop policies such as responding to urban growth, increasing the use of alternative fuels and designing the building codes that determine how your home is built.

And that's not all. The Maricopa Association of Governments was responsible for bringing 9-1-1 emergency service to the Valley. Our Youth Policy Advisory committee has helped MAG assume a greater role in the positive development of youth. Our Intelligent Transportation


Systems committee studies how to use high technology to make your travel easier. Other committees work to plan better pedestrian areas and bike pathways.

With its established role as a regional agency, MAG embarked upon the *Valley Vision 2025* effort to help shape the way the Valley will look in 2025. The public/private partnership is comprised of citizens, business leaders, community advocates and elected officials — all dedicated to planning ways to preserve our quality of life as our population grows to an estimated five million people in the region by that year.

The Valley Vision 2025 Committee hopes that the framework outlined in this document creates a starting point for continuous improvement through community engagement.
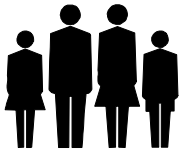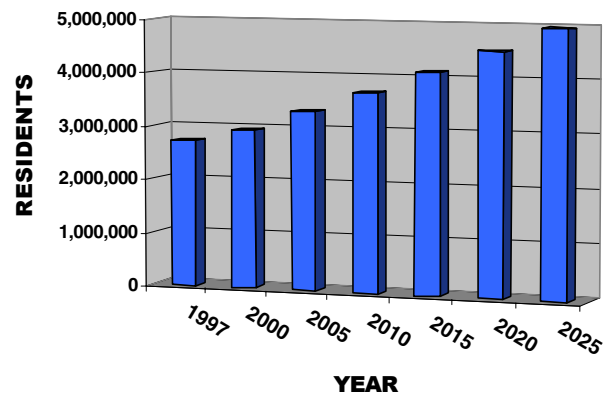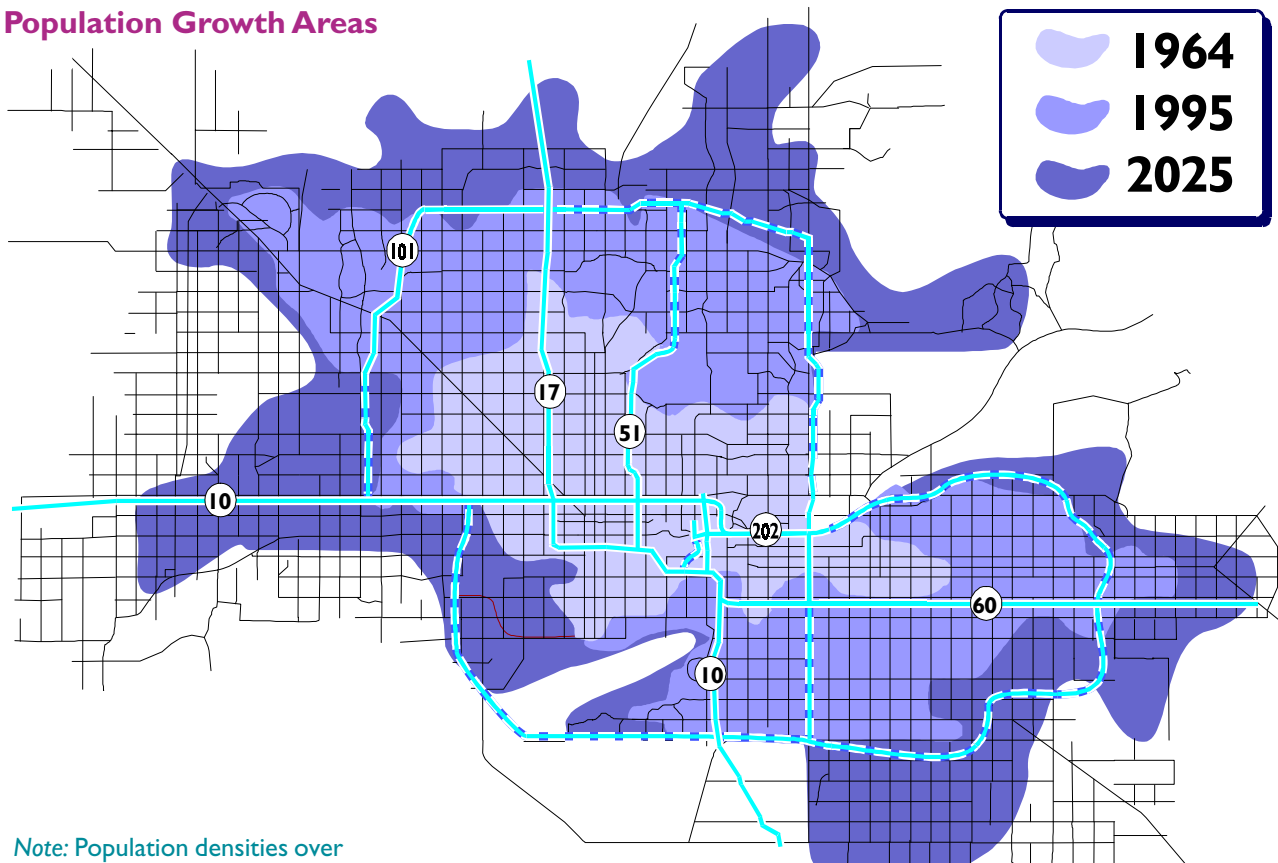
Population

Between 1990 and 1997, Maricopa County experienced the largest net increase in population of any country in the United States, adding 575,000 residents and outpacing Clark County, Nevada (Las Vegas) by over 200,000 people. At the rate we are growing, every decade we would add an approximate population of 750,000 new residents, the equivalent of two Cities of Mesa. People are attracted to this region because of the robust employment base and high quality of life.

Population Growth

By number, the top five fastest-growing metropolitan statistical areas (MSAs) between 1990 and 1996 are (in alphabetical order):

Population Growth Areas

Note: Population densities over approximately 1500 persons per square mile.

- Atlanta, Georgia
- Dallas, Texas
- Houston, Texas
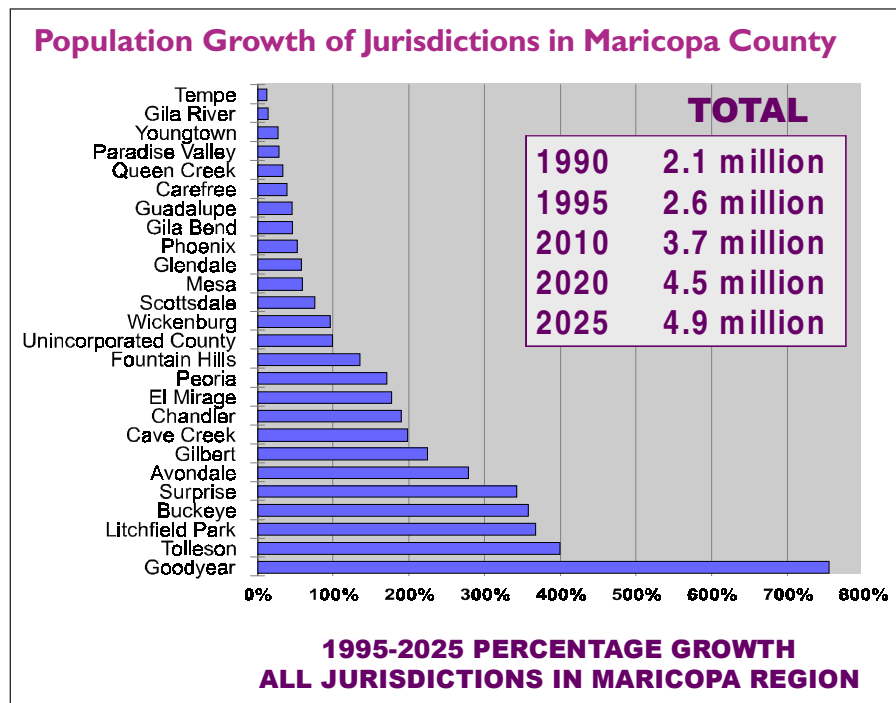- Los Angeles, California
- Phoenix/Mesa, Arizona

By rate, the top five fastest-growing MSAs between 1990 and 1996 are (in alphabetical order):

- Atlanta, Georgia
- Austin, Texas
- Las Vegas, Nevada
- Phoenix/Mesa, Arizona
- Raleigh, North Carolina

Population Growth of Jurisdictions in Maricopa County

	TOTAL
1990	2.1 million
1995	2.6 million
2010	3.7 million
2020	4.5 million
2025	4.9 million

**1995-2025 PERCENTAGE GROWTH
ALL JURISDICTIONS IN MARICOPA REGION**

By 2025, it is estimated that the region will be home to almost five million people. We can observe changes in our expanding urban fabric in three different areas of the Valley over a period of 20 plus years:

- Between 1950 and 1994, the metropolitan area grew by 564%, compared with the United States at 72%.
- Phoenix is now the 6th largest city in the United States.
- The median age for Maricopa County is about 33.2 years, up from 32.0 years in 1990.
- The average number of persons per household is 2.6.

An estimate of population growth for cities in Maricopa County and percentage growth for 24 jurisdictions shows that there are a number of fast-February 3, 1999 — growing communities. The fastest growth rates are generally located in smaller communities in the outlying areas. Between 1990 and 1997, the City of Phoenix, despite its slow growth rate, actually added about 220,000 people — more than a third of the population of the region.

If fast-growing communities that are currently more rural seek to preserve their rural heritage through large lot zoning, the result will inevitably be that the region will absorb land at an even faster rate than it accommodates population growth.
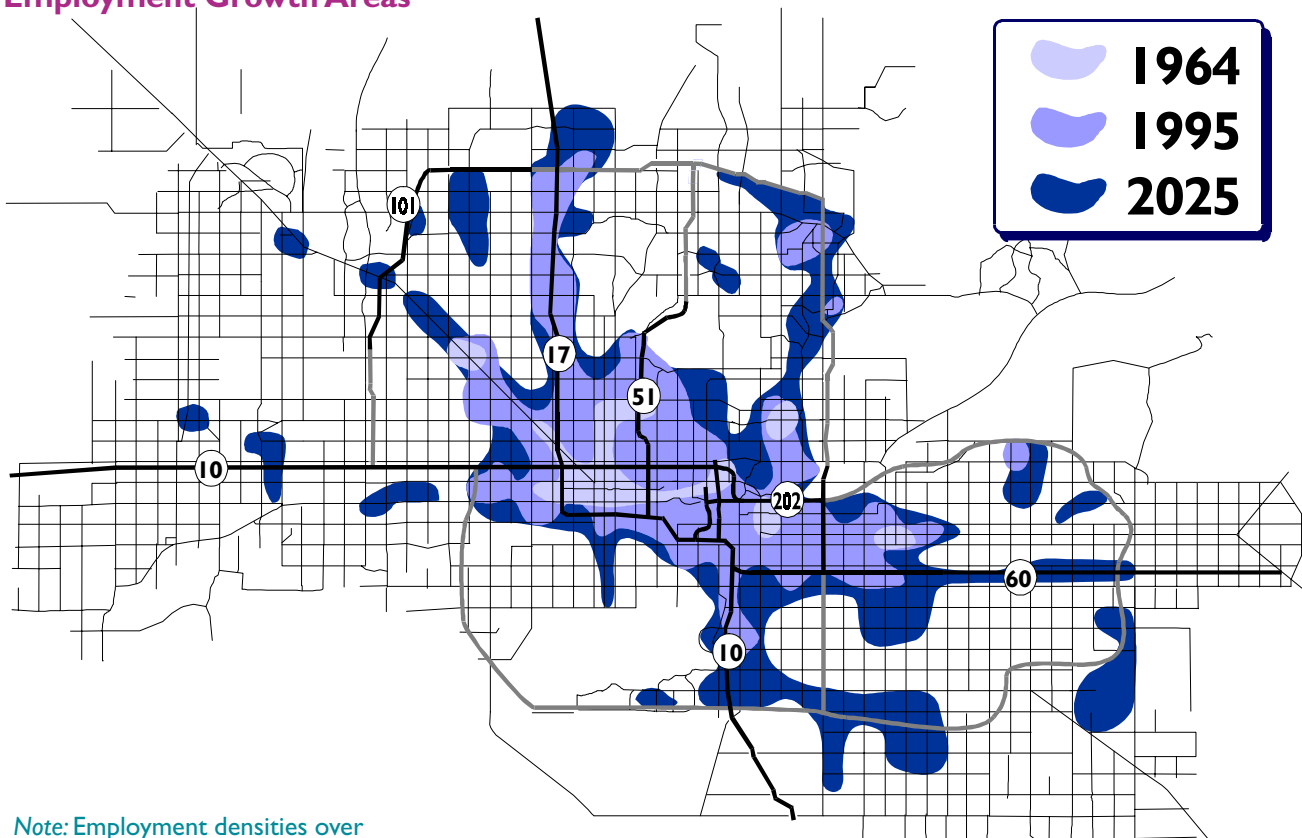
Employment

In this historical chart, we can see the steady pace of growth experienced in the past decades as well as the projections for the future. The number of people in the labor force almost doubled between 1980 and 1995. For the year 2025, it is estimated that the number of jobs will reach approximately 2.4 million. The Valley is projected to add concentrations of employment around existing centers as well as adding new employment in the outlying areas. Employment
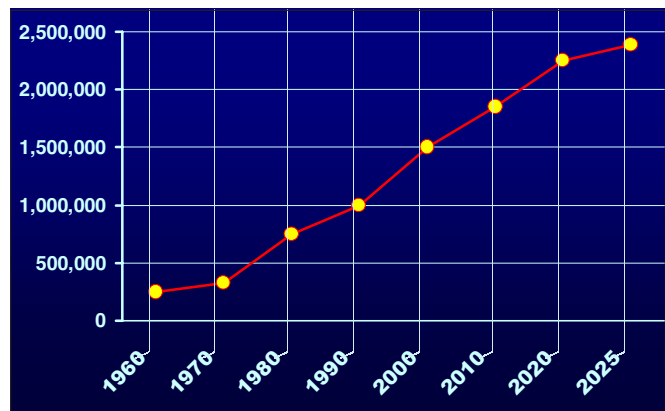
Employment Growth

growth in the Phoenix/Mesa metropolitan area has ranked number one among the large Metropolitan Statistical Areas in
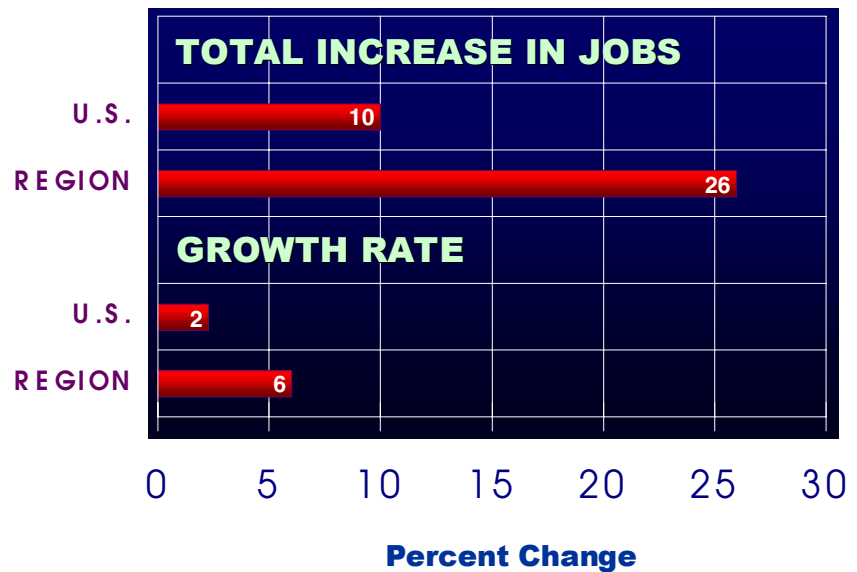
Employment Growth Areas

Legend:
- 1964
- 1995
- 2025

Note: Employment densities over approximately 2,500 workers per square mile
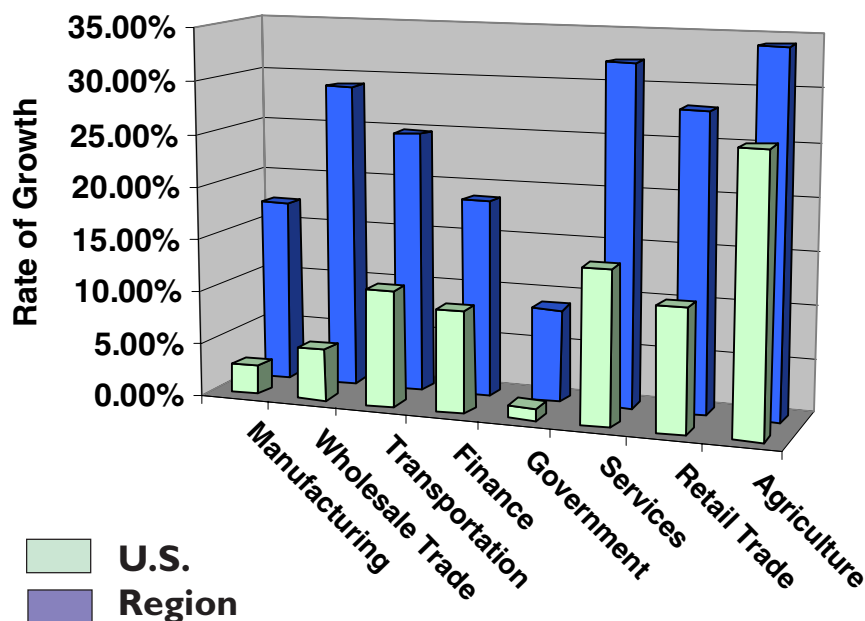
the nation for the last four years. The regional economy has had the comparative advantages that have made it a uniquely fertile environment for growth of higher paying jobs.

Our economy continues to expand in high income generating sectors, like manufacturing and transportation/communication, at a much faster rate than the United States. The single largest economic sector in numbers of jobs is Services, employing almost 550,000

Regional Employment Indicators

TOTAL INCREASE IN JOBS
U.S. 10
REGION 26

GROWTH RATE
U.S. 2
REGION 6

Percent Change

Employment Growth by Sectors, 1992-1996

U.S.
Region

people. Wholesale and retail trade provide more than 450,000 jobs, and the percentage of high tech sector jobs in the metropolitan area outnumber the national totals.
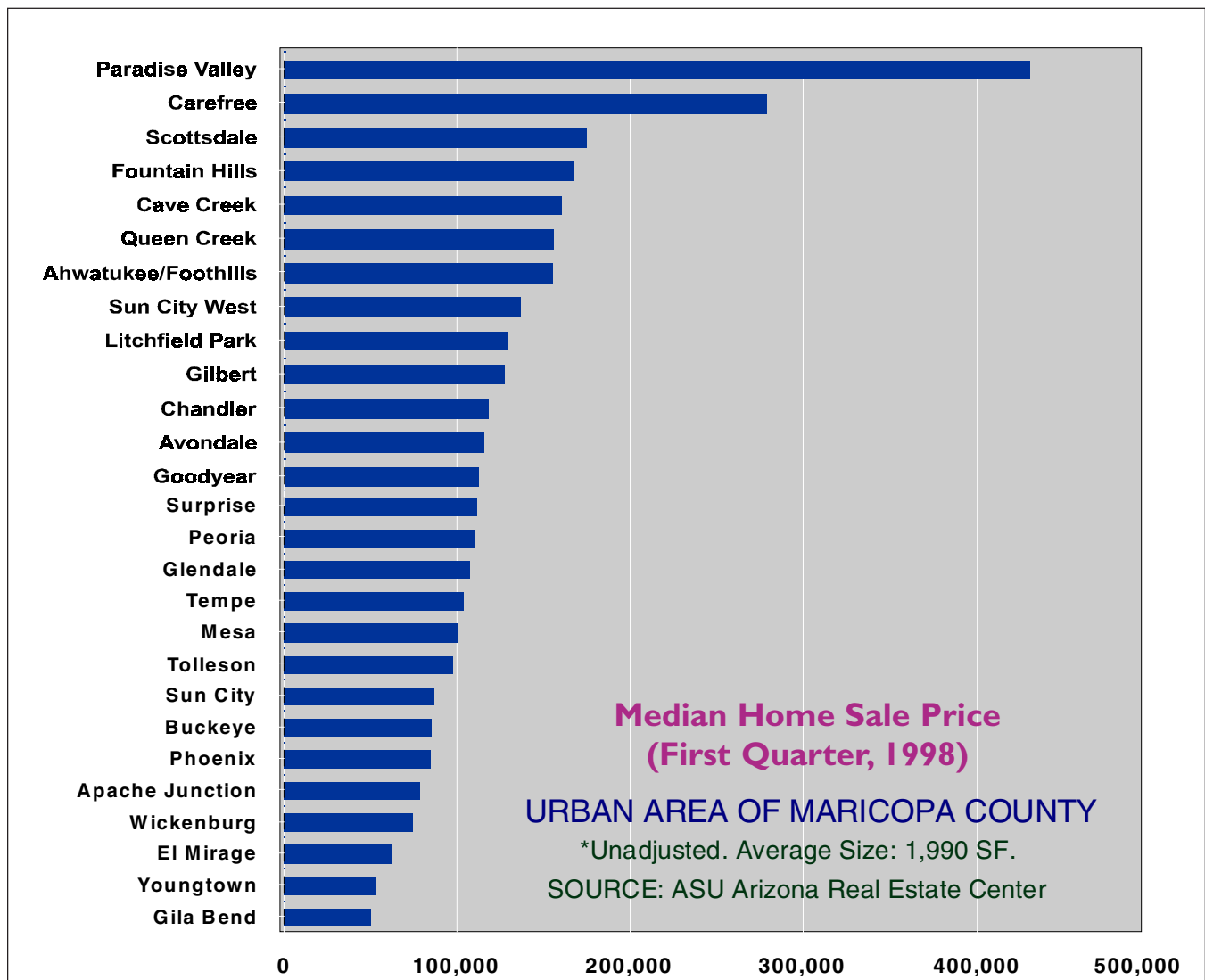
While the fastest-growing sector is projected to be in high technology, most new jobs will be in services and retail trade, adding a high percentage of low and average paying jobs to the Valley's economy. Wages paid in Arizona are less than the national average in most occupations.

Housing

There is enough vacant and planned land to adequately meet the demand for housing between now and 2025 without putting abnormal pressure on market prices. The amount of acreage planned for all residential use categories can contribute to a continuation of Maricopa County's favorable housing growth, and consequently to its attraction as a reasonable cost, high quality-of-life location for residents. In the past, we have experienced and may continue to experience increasingly fast use of rural land and spreading of the Valley's population. There are currently over 1.1 million housing units in Maricopa County, including homes and apartments. An additional 900,000 units would

**Median Home Sale Price
(First Quarter, 1998)**

URBAN AREA OF MARICOPA COUNTY
*Unadjusted. Average Size: 1,990 SF.
SOURCE: ASU Arizona Real Estate Center

be needed for the projected population of 2025.

The price of new homes has increased since 1994. One factor for these increases has been a rise in land costs. The chart to the right compares residential land prices with other regions between 1975 and 1995. Another factor is that buyers have taken advantage of lower interest rates by trading up in both size and quality. While residential land prices in the metropolitan area have more than doubled between 1975 and 1995, we still compare favorably against peer cities. Boulder, Seattle and Portland have implemented growth boundaries.

While housing prices and incomes vary by community, metropolitan Phoenix median home prices are still below the national averages. This distinction holds for both resale and new housing. While 59% of the Valley's residents can afford a median value home, there are an estimated 120,000 renter households in the Valley which are paying over 30% of their income for housing and utilities. The HUD definition of affordable housing is housing that requires 30% of a household's gross income. Workers earning
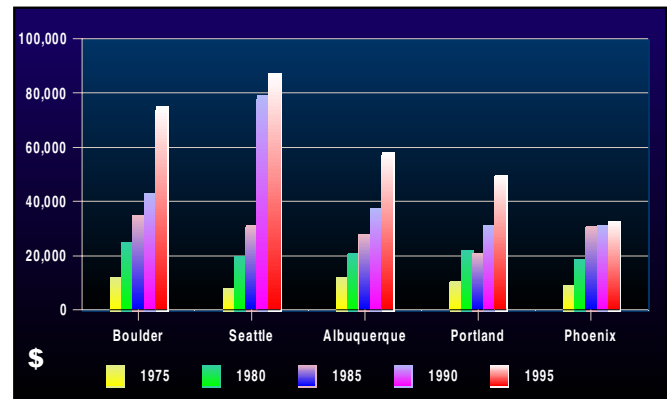
Residential Land Prices
Comparison with other regions (1975-1995)

low wages often live great distances away from their places of employment, because there is little affordable housing in some areas of the Valley. Data from the Arizona Department of Commerce states that 25% of our Valley residents are in need of affordable housing. Our Valley has approximately 10,000 homeless people on any given night—many of whom are women, children, and persons with disabilities

As we move into the next century, it is important to evaluate whether the metropolitan area will be able to continue to encourage new housing development to serve all components of the community, while carefully managing the rate at which outlying rural land is being converted to urban residential uses.

Transportation

An efficient regional transportation system unites its citizens, enables economic activities and supports a network of mobility and accessibility. Our region is experiencing growth at rates that challenge the existing and planned infrastructure for the near and longer term future. Since 1985, 40 miles of freeways have been built in our region; 144 additional miles are projected to be built by 2007.

Transportation planners define congestion as the experience of having to wait more than one turn of the traffic signal to go through an arterial intersection, and when traffic is "stop and go" on the freeways. In 1995, 18% of the freeway lane miles were congested at PM rush hour; in 2025 it is estimated that the number will rise to more than 34%. Congestion on arterials in 1995 accounted for 164 intersections; in 2025, we could have more than 500 congested intersections in our metropolitan area.

Location of residential and employment centers often follow transportation corridors. In 1995 our region accounted for 10 million total daily person trips, and 58 million vehicle miles of travel; in 2025 we are projected to have a total of about 20 million daily person trips on an average weekday and 118 million vehicle miles of travel.
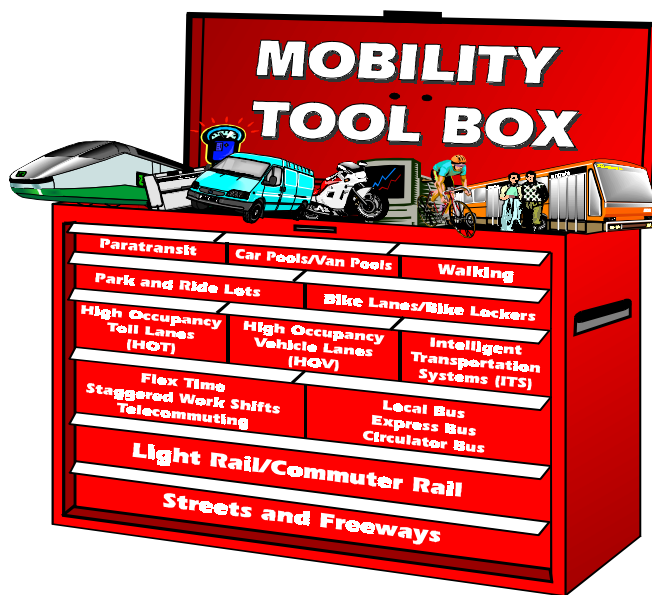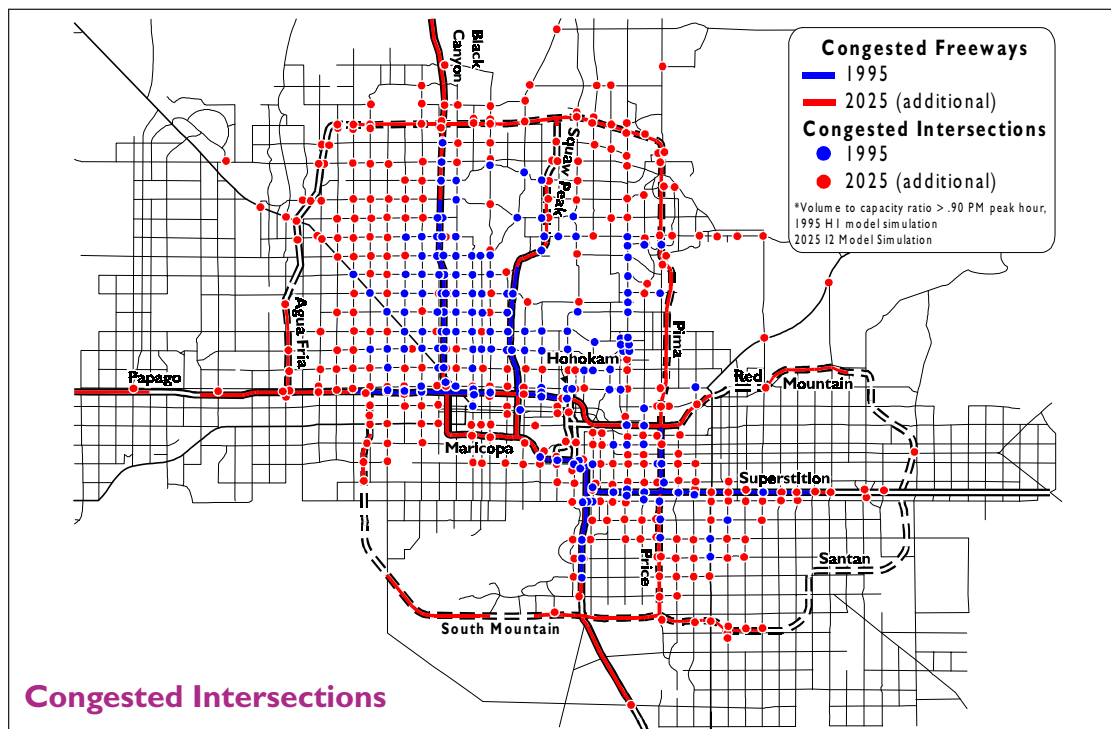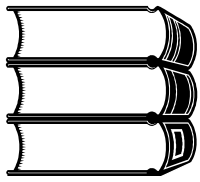

Regional Freeway System
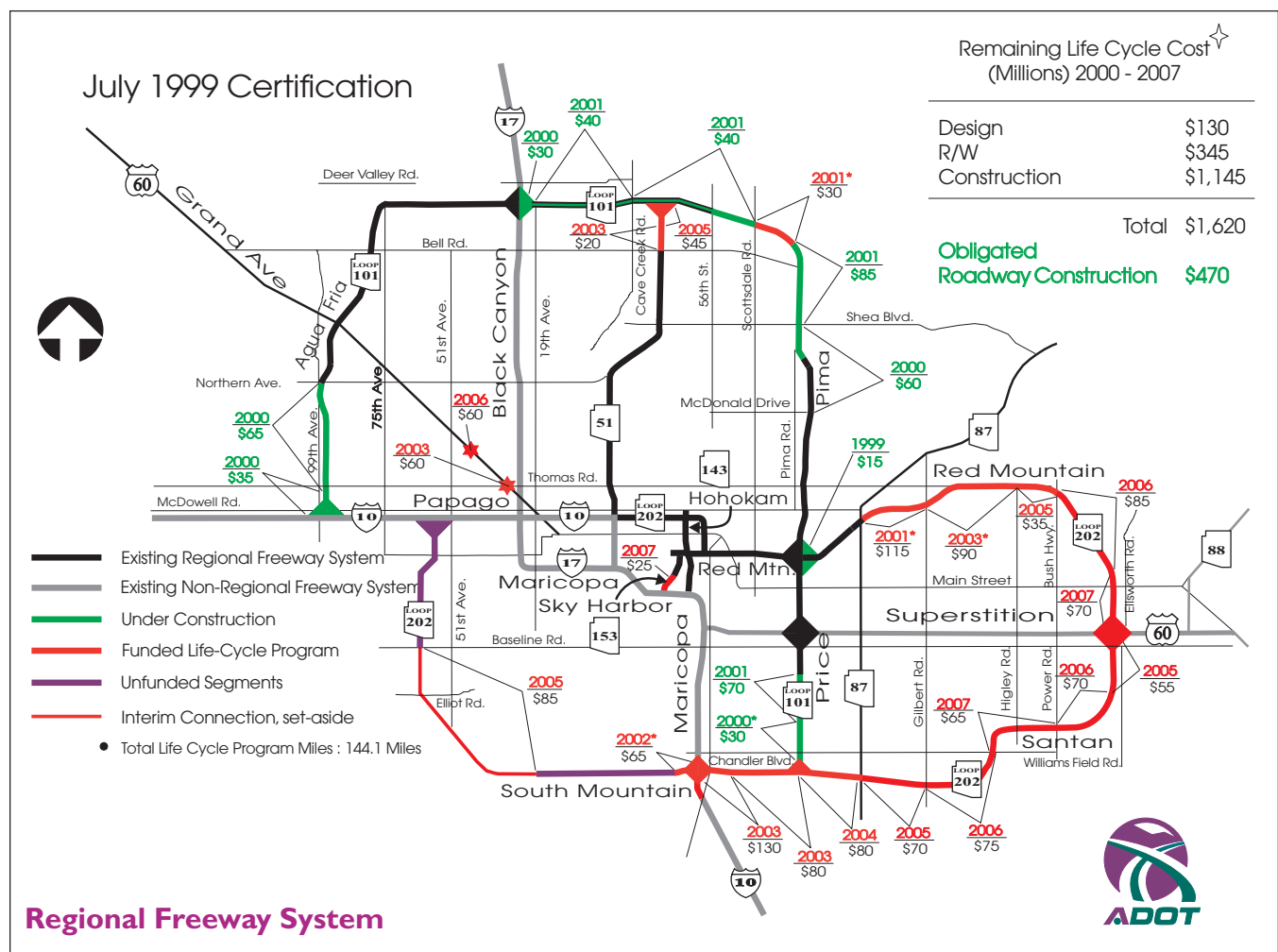
The complexity of metropolitan travel behavior demands a system of multi-modal solutions including transit options, high occupancy vehicle travel, bicycle and pedestrian networks as well as alternatives such as tele-commuting, distance learning and electronic commerce.

As our transportation demand grows, we need to determine how we will become a region with an equitable, affordable and environmentally sensitive transportation system that includes all different types of transportation, including bi-cycles, freeways, pedestrians, roadways and transit. How will we finance it? In our region, 38% of the funding dollars are local, 23% are Regional Area Road Funds (half-cent sales tax) and 15% are Transit Federal funds.

MOBILITY TOOL BOX

Paratransit	Car Pools/Van Pools	Walking
Park and Ride Lots	Bike Lanes/Bike Lockers	
High Occupancy Toll Lanes (HOT)	High Occupancy Vehicle Lanes (HOV)	Intelligent Transportation Systems (ITS)
Flex Time Staggered Work Shifts Telecommuting	Local Bus Express Bus Circulator Bus	

Light Rail/Commuter Rail

Streets and Freeways

Congested Freeways
— 1995
— 2025 (additional)
Congested Intersections
● 1995
● 2025 (additional)
*Volume to capacity ratio > .90 PM peak hour, 1995 HI model simulation 2025 I2 Model Simulation
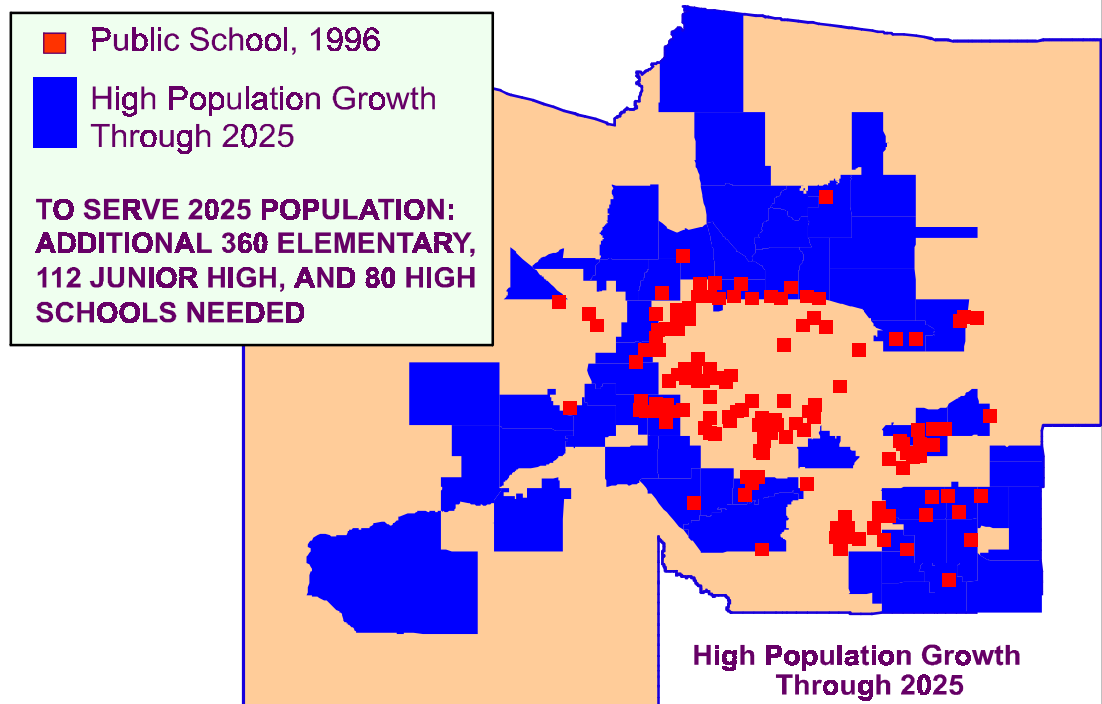
Congested Intersections

Education

As the Valley continues to grow, new challenges face the educational community and infrastructure. Demands in the workplace require shifting levels and types of skills. The education we provide must be effective, account for cultural differences among our many ethnic and racial groups, and above all, provide a quality foundation for the workforce of tomorrow. Growth in the demand for educational services will occur primarily at the urban fringe, requiring considerable expansion and investment. For the projected population growth in 2025, we would need to build 360 elementary schools, 112 middle schools and 80 high schools.

Funding for public education continues to be a challenging issue for the state of Arizona. In particular, the Arizona Supreme Court ordered the State to equalize educational capital expenditures. In May 1998, the state legislature passed a plan that will radically change the way Arizona schools are built and maintained. Rather than relying on locally approved general obligation bonds to build school facilities, the State will assume full funding responsibility. The plan awaits a ruling as to its constitutionality.

Locations of Students and Schools: A Future Mismatch

- ■ Public School, 1996
- ■ High Population Growth Through 2025

TO SERVE 2025 POPULATION: ADDITIONAL 360 ELEMENTARY, 112 JUNIOR HIGH, AND 80 HIGH SCHOOLS NEEDED

High Population Growth Through 2025

Educational Attainment in Maricopa County
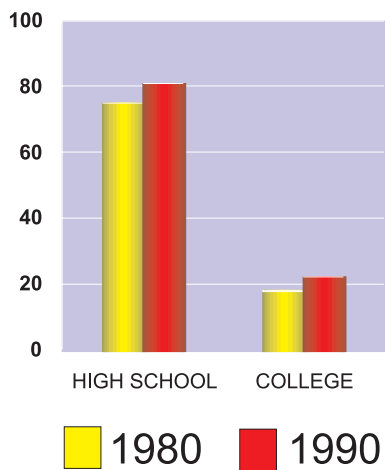
The funding for the operational portion of public education will continue to be a challenge. The school finance system will continue to be monitored and adjusted to meet the needs created by rapid growth in expanding areas, declining enrollment in some mature areas, concentrations of poverty and the changing needs of student populations.

The student/teacher ratio is often used as a barometer for educational quality. Maricopa County had a higher ratio in the 1994-95 school year than the national average, with about 19 students per teacher. During the same school year, the average teacher's salary of $31,000 lagged behind the national average of $36,500. Additionally, the $5,400 of local expenditure per student also trailed the national average of $6,200 per student.

According to the 1998 annual Kids Count report by the Annie Casey Foundation, Arizona had the highest percentage of high school dropouts ages 16 to 19 of any state in the country. The state ranked 40th for the proportion of teens not in school and not working.

For the county population, educational attainment rates for high school reach 80%, while those levels for college fall to an average of 20%. Educational attainment trends among ethnic minority communities are encouraging: high school attainment has reached 50% for Hispanics, and 73% for African Americans in 1990.

Achievement Test Scores Stanford 9 Results for 1997		Elementary			High School		
		READING	MATH	LANGUAGE	READING	MATH	LANGUAGE
	National	50	50	50	50	50	50
	Statewide	52	49	47	48	46.5	43.5
	Maricopa	55.5	53.5	50.5	52.5	50.5	47.5

Public Safety

As this Valley becomes a bigger community, it is essential for us to prepare for the challenges that face our public safety. We are all responsible in shaping and sustaining safe, equitable communities where dangers are significantly reduced. But safety is more than a lack of crime. Protection from hazardous materials, natural disasters and fire prevention are fundamental factors in the quality of our lives.

According to U.S. crime statistics, violent crime dropped nationally by 4% in 1997, the sixth straight annual decline. In contrast, the Valley experienced a 2% rise in the crime index in 1997. This increase could be related to the unprecedented population growth in the metropolitan area and to the higher number of teenagers and young adults in the region. Despite this slight increase, the Valley crime rates rank in the middle among peer western cities. And, when examining the crime rate per 1,000 residents, the City of Phoenix experienced a reduction of 3%.

The crime rate includes the following types of crimes: murder, rape and assault, robbery, burglary, larceny/theft, vehicle and bicycle theft. In examining crime statistics, it is important to consider the type of crime. Some cities, for example, have high overall crime rates due to the high percentage of property crimes, such as motor vehicle and bicycle thefts.

Crime Rates: 1994-96 Average

In these same cities, however, violent crime could be a small percentage of the total crime rate.

There are two primary explanations for the nationwide decrease in crime. The first is that many communities have substantially increased their police intervention. Reducing the nonviolent nuisance-type crimes such as graffiti, vandalism, and brawls leads to a reduction in more serious crime. The second is directly related to community policing efforts, which consist of problem solving and partnerships between neighborhoods and the police. Another critical factor is the national decline in the number of teenagers and younger-aged adults during the early to mid-1990's. This trend is reversed in the Valley, with an increase in youth populations, and will reverse nationally.

Communities can minimize the impact of trends by prevention and intervention efforts and also by implementing effective policies and programs. Regional programs such as 9-1-1 and Rapid Response, drug and gang task forces, and curfew and graffiti ordinances are clear examples of how our communities can share resources and coordinate efforts — not only to protect our communities but to prevent children from becoming involved in destructive behavior. In the future, it will become increasingly important for communities to implement programs which are effective in preventing crime and encouraging students to succeed in completing their education.
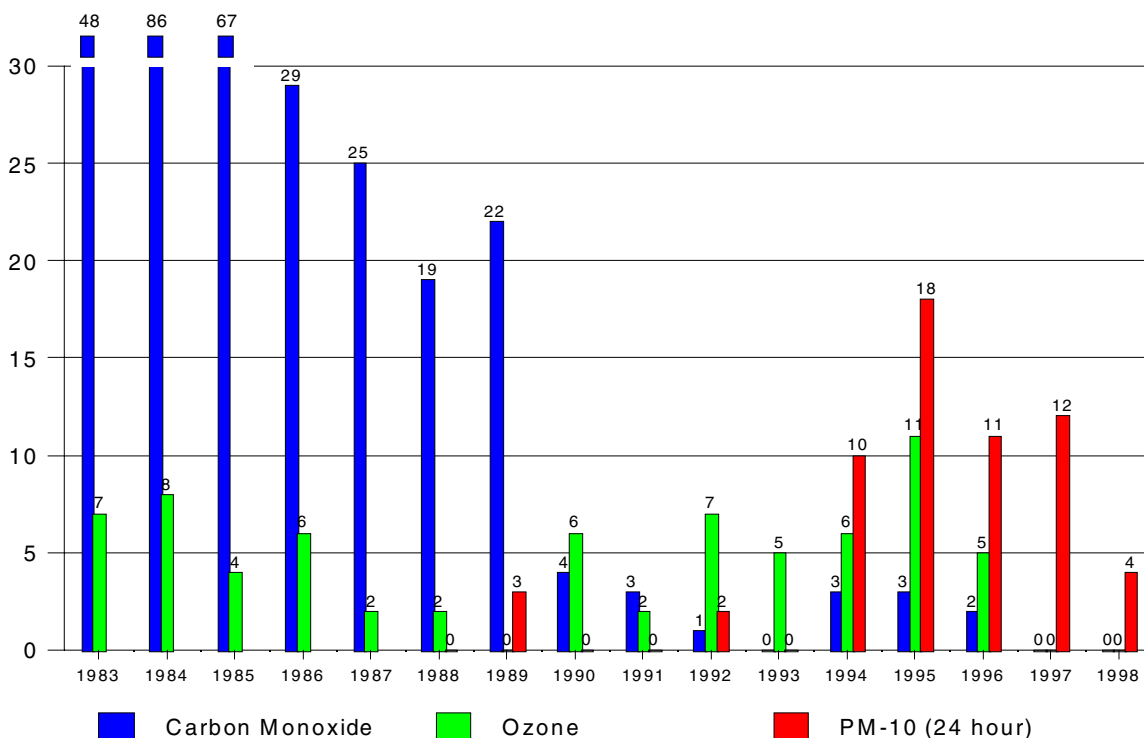
Air Quality

Clean air is important for both health and aesthetic reasons. Healthy, clean air attracts tourists, residents and businesses to an area. During the 1960's, air quality became an issue in the region after the passage of the Clean Air Act, which established air quality standards. Improvements in regional air quality since the early 1980's, as shown in this chart, are largely due to cleaner vehicles and aggressive control measures.

The U.S. Environmental Protection Agency (EPA) sets the stan-dards for maximum allowable concentrations of several pollut-ants in the air. There are six pollutants with established criteria: ozone, carbon monox-ide, particulates, sulphur diox-ide, nitrogen oxide and lead. Particulates, ozone and carbon monoxide are of continuing concern in our region.

Particulates are solid particles or liquid droplets that are small enough to remain suspended in the air (including dust, soot and smoke as well as toxic particles). In 1987, the EPA set standards for particulates that are 10

Air Quality Monitor Exceedence Days for Carbon Monoxide, Ozone, and PM-10

Year	Carbon Monoxide	Ozone	PM-10 (24 hour)
1983	48	7	
1984	86	8	
1985	67	4	
1986	29	6	
1987	25	2	
1988	19	2	0
1989	22	0	3
1990	4	6	0
1991	3	2	0
1992	1	7	2
1993	0	5	0
1994	3	6	10
1995	3	11	18
1996	2	5	11
1997	0	0	12
1998	0	0	4

microns or smaller in diameter, because of the potential damage to lungs. The small particles, referred to as PM-10, are mainly caused by fugitive dust. Approximately 30% are caused by onroad mobile sources. Agriculture and construction activities contribute approximately 70% to PM-10.

Ozone is a poisonous gas formed in the atmosphere by chemical reactions between volatile organic compounds and nitrogen oxides. Ground level ozone has adverse health impacts while ozone high above the earth blocks out dangerous solar radiation. Ozone levels are measured by one-hour standards.

The principal causes of ozone pollution are motor vehicle exhaust, contributing about 30% of the total, and biogenic or natural vegetation sources,

which account for 15%. Lawn and garden equipment, dry cleaners, architectural coatings and consumer products also contribute to ozone pollution. Ozone occurs in the summer because sunlight and heat are required for ozone formation.

Carbon monoxide is a poisonous gas resulting from incomplete fuel combustion. It occurs in the winter because the earth cools faster than the air above it after sunset, known as the inversion effect, which traps pollutants next to the ground. The main cause of carbon monoxide pollution is motor vehicle exhaust, accounting for over 60% of carbon monoxide readings. Nonroad mobile sources such as construction, lawn and garden and commercial equipment, add about 30% of the total.

The EPA sets air quality standards to protect public health. Federal, state and local regulations seek to protect populations from ambient air pollution exposure. The adverse health effects related to exposure to air pollutants are diverse. Among them:
- Excess in Death from Heart or Lung Disease

- Increased Asthma and Respiratory Illnesses
- Increased Respiratory Infections
- Decreased Lung Function
- Lung Inflammation

To address and mitigate the negative health effects related to exposure to air pollutants, the Arizona Legislature and local governments are implementing the following measures:
- Clean Burning Gasoline
- Low Emitting Vehicle Program
- Tougher Vehicle Emissions Testing
- Voluntary Vehicle Retirement Program
- Strengthening of the Regional Dust Control Rules

In the future, the challenge will be to continue to make air quality improvements as the region continues to grow and develop.

Water Resources

Water is the crucial ingredient in sustaining existing and future generations in the Valley. Our ability to prosper and grow is directly dependent on a long term, renewable supply of clean water. It is comforting to know that the Valley has sufficient water supplies for this and future generations.

At the same time, we should remember that we live in the Sonoran Desert. Careful management of the water supplies we have is the key to ensuring long term sustainability. Poor management, on the other hand, could lead to untold problems. Historically, careful management of our water resources has not always been a top priority.

In the post WWII period, massive amounts of groundwater were pumped from wells in the Valley. Far more water was being pumped than was naturally replenished. This severe depletion was one of the factors which led to the establishment of the Arizona Groundwater Management Act 1980 and the creation of the Phoenix Active Management Area. The Phoenix AMA's boundary is shown on

A Year's Water Use in the Valley
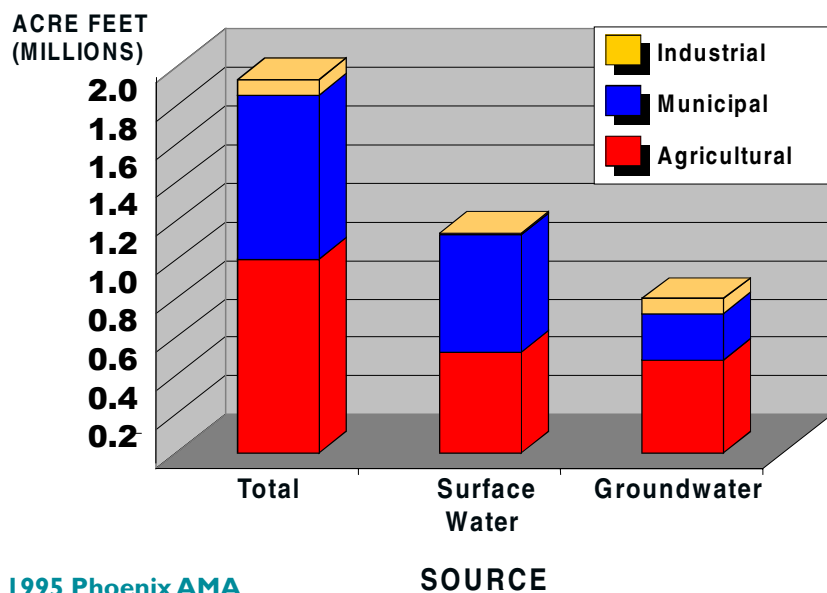
1995 Phoenix AMA

the map on page 25. Most of the urban development of Maricopa County is contained within this area. The Grounwater Management Act established a goal for the Phoenix AMA of "safe yield" by the year 2025. Safe yield is the balance whereby groundwater withdrawals do not exceed recharge of water back to the aquifer.

Heavy reliance on groundwater and the resultant groundwater depletions cause groundwater levels to drop, water quality to deteriorate, land subsidence and earth fissures to occur — all of which carry a negative economic impact. Much has occurred since 1980 in the development of a

sound water management program. Where historically there was a heavy reliance on groundwater to meet Valley water demands, there are now four principal sources of water used: surface water, such as the Salt River Project water: Central Arizona Project (CAP) water; treated effluent; and ground water. Surface water, CAP water and treated effluent are considered renewable resources (sources that replenish themselves annually), while groundwater is not a renewable resource.

The introduction of Colorado River water delivered through the Central Arizona Project to the Valley in the mid 1980s is a

significant contributor to our long-term, renewable resource base. The state of Arizona shares this valuable Colorado River resource with six other western and southwestern states.

Urban water users have substantially converted from groundwater use to the use of renewable supplies (surface, CAP and effluent). All future urban growth in the Valley is required by state law to use renewable water supplies. For the most part, Valley municipalities have achieved safe yield.

Agricultural water users have historically relied on groundwater, and in most areas still being farmed, continue to rely heavily on groundwater. However, much farmland has and will continue to be urbanized as growth occurs at a rapid pace. This may result in a net annual reduction in agricultural water demand, as state law allows no new farmland to be planted in AMAs.

Although much has been accomplished in the areas of developing renewable water sources and becoming more efficient, much work still needs to be done to accommodate the inevitable growth that will occur in the

Ground Water Management Area
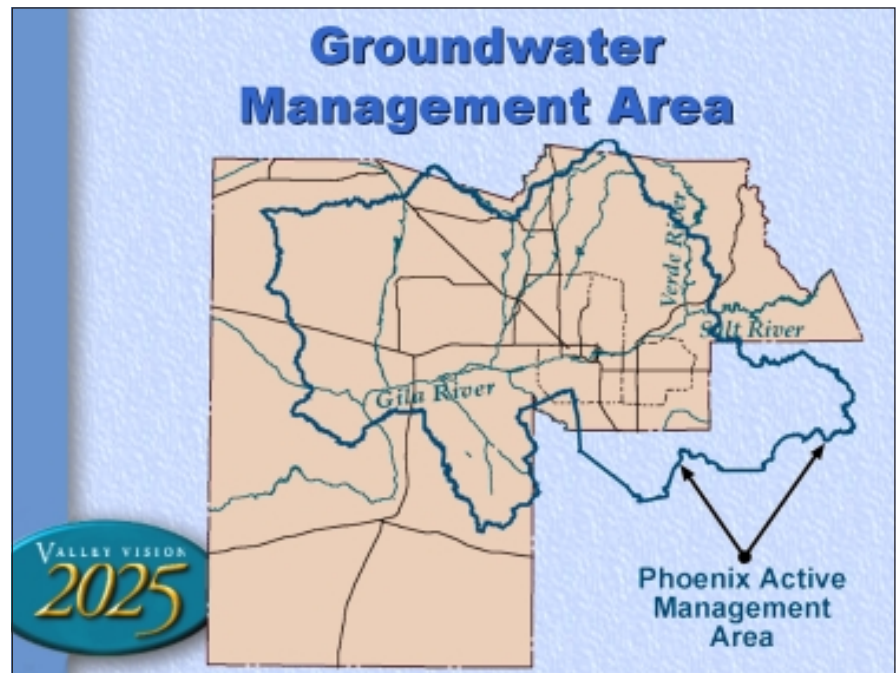
Valley. The following observations reflect our situation:

- Agriculture continues to rely heavily on groundwater; depletion continues throughout the region.
- We have yet to maximize our renewable sources of water (primarily CAP and effluent).
- Water use efficiency should improve in all use sectors (municipal, industrial and agricultural).
- We could improve efficiency by matching poorer quality water with appropriate uses.

This translates to three water resource challenges for the

Valley — challenges we must meet to ensure a long term, sustainable water supply:

- Water Supply: Develop and use an appropriate mix of water supplies; rely heavily on renewable water supplies; and further reduce dependence on groundwater.
- Water Demand: Increase water use efficiency in all sectors (municipal, industrial, and agricultural).
- Quality/Use: Match water of lesser quality to appropriate uses, such as effluent for use in golf courses.

Civic Infrastructure

The fabric of our community is woven by all who live here. The civic infrastructure we develop and support provides our region with ways to enhance our everyday lives and achieve the quality of life we all desire.

An essential part of the civic infrastructure is the non-profit sector. Almost 1,000 social and health-related agencies play a key role in helping people find the resources to address problems in their lives.

For some, the social fabric frays. Many are just one paycheck away from homelessness. Some of our community members must try to support a family with the income from a low-wage job. Consider this example of a single mother in Arizona, with a six-year-old and a four-year-old, working as a full-time janitor for a wage of $6 an hour. Only 10% of her income is left after paying for rent, food and child care to provide for other necessities, including utilities, health care, clothing and transportation. The new Kids Care Program, championed by Arizona Governor Jane Dee Hull, will now help those families ensure that their children receive adequate health care, and that 9-1-1 and emergency rooms do not remain a primary source of health care.

Civic infrastructure can also play a role in addressing homelessness due to poverty, lack of affordable housing, health care costs, domestic violence, mental illness, and chemical dependency. Our region is developing a coordinated civic infrastructure to provide emergency and transitional housing to strengthen the Valley's ability to help individuals and families return to the economic mainstream.

Full-time Working Poor Mother

A single mother in Arizona with a six-year-old and a four year old. Mother earns $6 per hour as a full-time janitor.

Rent 29% — Food 25% — Other 10% — Child Care 36%
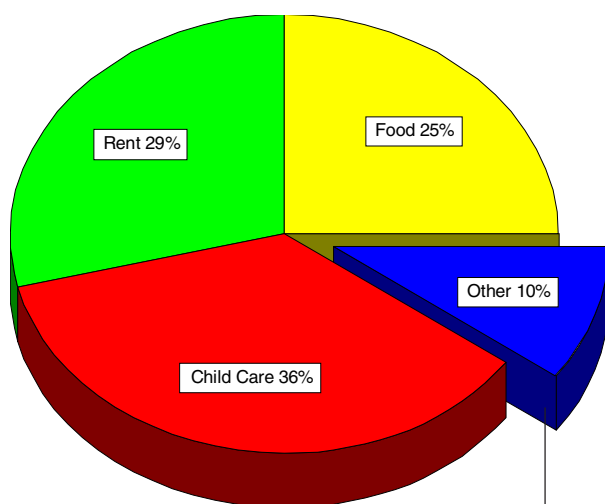
Includes: utilities, telephone, dental care, health care, clothing and transportation

Many Valley performing arts organizations are also non-profit. Until recently, they were typically under-funded when compared to others around the nation. That situation is changing, due to contributions from long-term residents who now consider the Valley to be home. Cultural contributions no longer are going 'back home' to other regions. Also, many Valley groups have achieved a national reputation for excellence. There are over fifty museums in the Valley, covering a timeline from the days of the Hohokam at Hoo-hoogam Ki Museum to the ASU Computing Commons gallery celebrating new technology.

From the very beginning, the native American dwellers of our region had a very powerful spiritual foundation. When our European, Central and South American, Asian and African ancestors came, they also brought with them their strong spiritual values. The Valley of today and the Valley of tomorrow is and will continue to be a wonderful pluralistic society. Our many religious and civic groups bring moral teaching and high ethical values to the Valley and combine to guide us into the future. Without these core values and ideals, anything else we plan will lack a solid structural base.
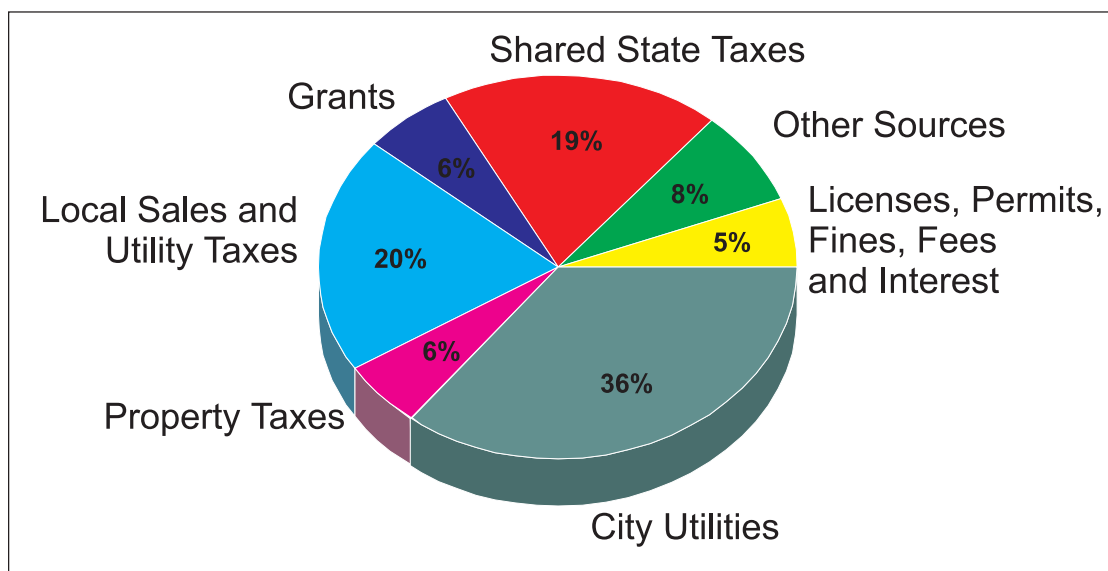
Public Finance

Local governments in Maricopa County provide a variety of services to their citizens. Police and fire protection are basic functions of cities and towns. Most cities provide water and wastewater services, trash collection, road and street maintenance, and a municipal court system. Land use planning and zoning, building permits and inspection, business licenses, parks and recreation programs and other community services are also provided. There are even a few cities that provide electricity and gas utilities. Sky Harbor International Airport and the general aviation airports around the valley are owned and operated by cities.

Funding for local governments in Maricopa County comes from a variety of sources, as shown in the chart below. Portions of the State's sales, gas and vehicle license taxes are shared on a formula basis with local governments. These shared state taxes comprise 19% of the revenue base of cities and towns in Maricopa County.

Local sales taxes provide 31% of municipal funding. All of the incorporated cities and towns in Maricopa County have a local sales tax. The rates range from 1% to 3%, with most having a general sales tax rate between 1% and 1 1/2%. Fifteen cities have an additional sales tax on hotels and motels ranging from 1% to 4%.

The part of your property tax that is levied by your city accounts for about 9% of local revenues. Of the

Local Government Revenue Sources

Shared State Taxes 19%

Grants 6%

Other Sources 8%

Local Sales and Utility Taxes 20%

Licenses, Permits, Fines, Fees and Interest 5%

Property Taxes 6%

City Utilities 36%

City Utility Operations — 18%

Other — 21%

Debt Service — 10%

Contingency — 6%

Transportation — 7%

Fire — 5%

Capital Improvement Projects — 22%

Police — 11%
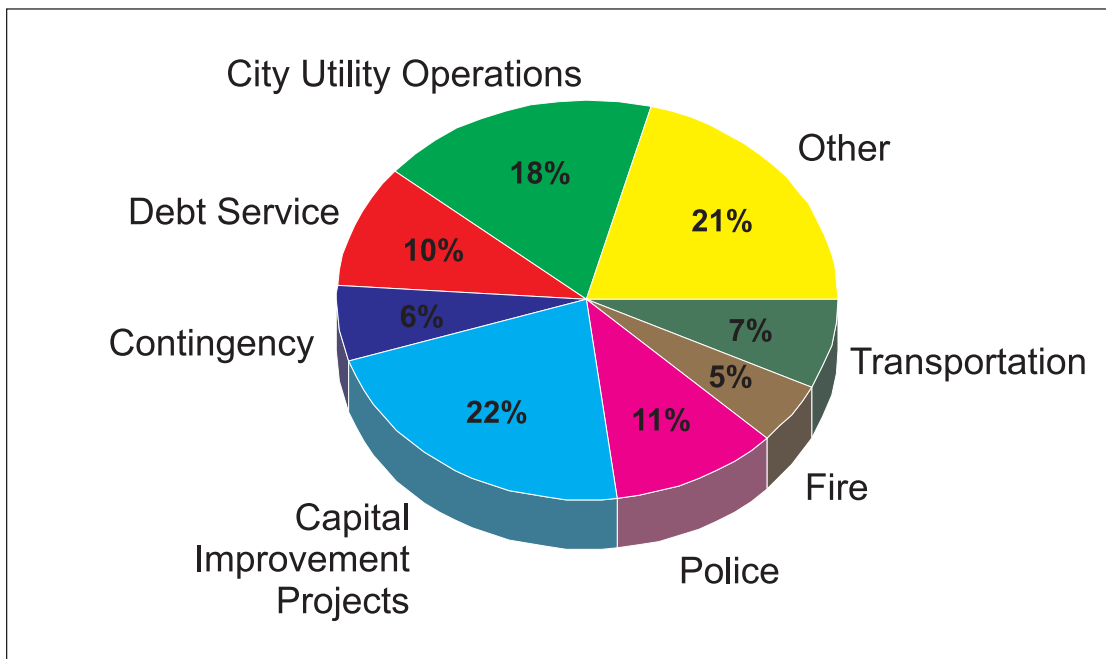
24 incorporated cities and towns, 15 levy a local property tax. Grants, primarily from federal and state sources, add an additional 9% revenue. Not shown here are the revenues that cities generate from operating utilities, such as water and sewer systems, since they are typically self-supporting. Approximately 8% of local government revenues come from licenses, permits, fines, fees and interest.

This year, local government revenues in Maricopa County will total about $3.3 billion, or about $1,300 per person. As you can see from the chart, local governments rely much more on sales tax revenues than property taxes. On the other hand, the county government and schools, which are separate units of government, are more dependent on property tax revenues.

Spending on police protection uses about 21% of the operating funds of cities. Fire protection represents about 10%. Spending on transportation, not including construction funds, accounts for 14% of local government expenditures. Other services and programs, such as building and community services, municipal courts, parks and recreation, and management, account for 40% of total spending by local governments in Maricopa County.

Finally, debt service on outstanding bonds is 10%, including both principal and interest, while contingency funds represent about 5% of spending.

Capital spending by cities is not included in this chart. Local governments spent more than $1 billion in 1998 to build the infrastructure needed to keep pace with the growth of the valley. Expansion of basic public services such as water and sewer services; expanded street systems; construction of new parks, libraries, and other public facilities; and the purchase of land for open space preservation comprise the bulk of capital expenditures by cities in Maricopa County.
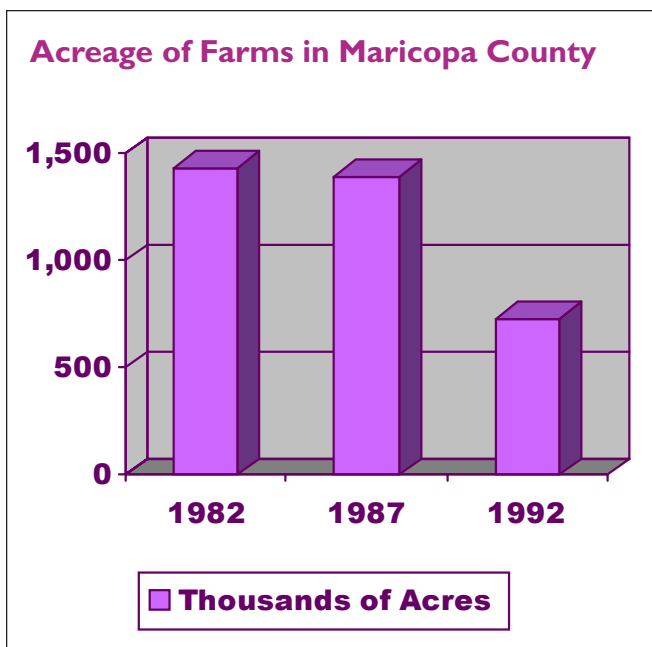
Agriculture

Agricultural land is "open space" that provides important environmental visual relief from the urban landscape and contributes to the economy. While it has potential use as a wildlife corridor, agricultural land cannot be used for preserving desert vegetation or archaeology. If agricultural land is integrated properly and designed to be part of the urban community, it can become functional open space.

Agricultural land is disappearing — partly due to the encroachment of the urbanized area and partly due to changes in the nature of farming. About 6,000 acres of agricultural land — an area the size of the town of Paradise Valley — permanently goes out of production each year. Most of this land is developed into non-agricultural uses. The Groundwater Management Act of 1980 envisioned the reduction of agricultural activity as a water management strategy.

Many farms that we think are owned by the farmer have been sold and the farmer is a tenant. In fact, tenants of farms in the region increased by 50% from 1982 to 1992. To keep it economically viable, farmland is also used more intensively now. For example, the number of dairy cows and hogs per farm more than doubled from 1982 to 1992. The number of dairy cows, which require less land, has increased, while beef cattle, which typically need more land, has decreased.

Acreage of Farms in Maricopa County

(Bar chart showing "Thousands of Acres" for years 1982, 1987, and 1992, with a vertical axis marked 0, 500, 1,000, 1,500. The 1982 and 1987 bars reach approximately 1,400, and the 1992 bar reaches approximately 700.)
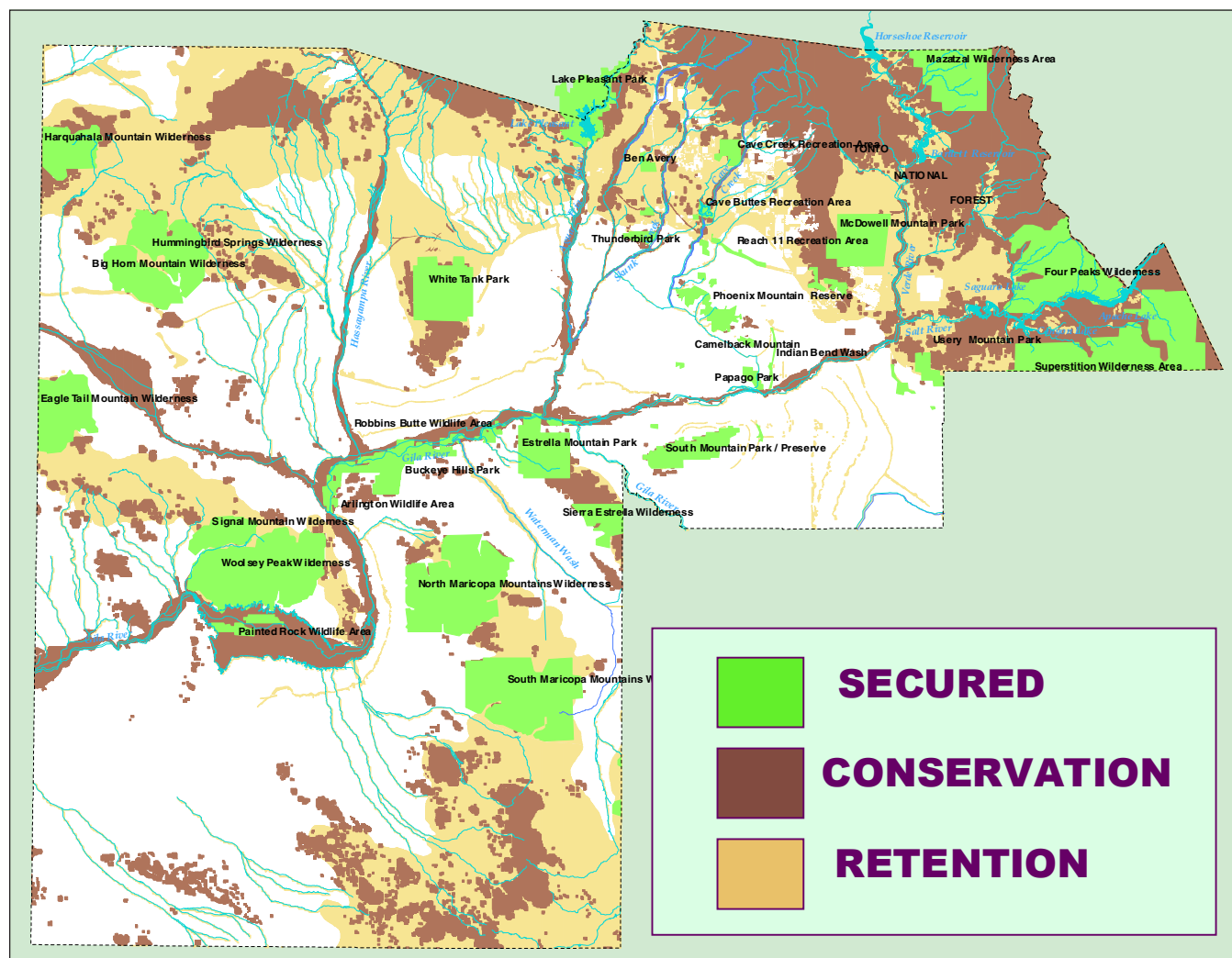
Open Space

Our region covers approximately 9,200 square miles. Less than 10% of it is developed. Another 10%, or 1/4 acre per person, is publicly owned open space that is designated as county park, wilderness or wildlife area that will not be developed. There are also more than one million acres which have been identified by the

MAG Desert Spaces Open Space Plan as important because they include wildlife corridors, contain important vegetation, archaeological sites or viewsheds, or because they are vital connections for a regional open space system. These areas are not protected and could be developed unless they are purchased to be preserved as open space. If all of these areas

Maricopa County Open Spaces

SECURED

CONSERVATION

RETENTION

were preserved as public open space for future generations, by 2025 we could increase the number of open space acres per capita from 1/4 to 1/3 of an acre.

If we don't preserve additional open space, by 2025 the number of acres per capita would be reduced to a little over 1/10th of an acre — about the size of a 5,000 square foot lot.

There are several different types of open space. Parks and Mountain Preserves are open spaces that have some development, such as parking areas and clearly marked trails. Many preserves are or will be located in developed areas and heavily used, but are helpful for preserving archaeology, some types of wildlife, and vegetatation.

Natural undeveloped areas such as the Mazatzal, Harquahala, and Four Peaks Wilderness areas are very important for wildlife and vegetation. They are usually rugged and offer only trailheads which provide limited access. Rivers and washes provide opportunities for recharge and drainage, and are excellent habitats for wildlife and riparian vegetation. They also link many of the natural undeveloped areas and preserves throughout the region.

Historic and archaeological sites are types of cultural 'open space' and are important to defining our southwest heritage. They can be found in various locations throughout the urban and rural areas of the region, such as Pueblo Grande in Phoenix, or in wilderness areas, parks, or mountain preserves. Canals and trails provide access to all types of open space areas, and can also be used for non-motorized transportation such as bicycling and horseback riding.

The degree to which open spaces are to be purchased is our choice at this point in time.

Pulling all the Information Together: Creating Our Urban Form

You've just seen an overview of regional data concerning one of the most dynamic areas of the country. The inescapable reality is that the accumulation of our individual decisions and actions ultimately adds up to our overall urban form.

Unlike older cities such as Chicago and New York that have an urban form that was established long ago, what makes this area so different is not only its uncommon rate of growth, but that its history is so recent. For planning purposes, most of the urban growth within the Valley has occurred within the last 25 years. That's only a single generation.

As we work to understand our past while contemplating the future, we face two overriding choices. We can either judge ourselves by comparing what we're becoming to the array of existing older cities, or we can believe that what's happening around us is an entirely new form of settlement, one that seeks to imitate neither the Los Angeles model, which so many people say they don't want, nor the high density cores ringed with suburbs that typify the older midwestern and eastern cities.

Some things can be observed with certainty. We are already a decentralized city with many urban nodes. We are a place that had difficulty imagining public transit ever being a major part of our life, and yet we fear that total dependence on the automobile will lead to an unworkable future. The problem is that our road building will not be able to keep pace with either the population growth, nor our patterns of development.

Envisioning the future would be very easy if we could simply point to other places that we want to emulate. If consensus were possible, it is likely that we would have reached it by now. In fact, we are a unique settlement with little or no helpful comparisons to other places.

Urban growth has become high on our list of household topics. It has dominated the news for years and will continue to do so. Many of our discoveries have been revealed through this regional scan, and are incorporated into the *Valley Vision 2025.* We are a space-loving people. Given the choice, our pattern of behavior clearly suggests that

we tend to prefer more land for our personal uses rather than less. We are also a freedom-loving people, not inclined to re-establish the core cities that so many of us came from. In fact, it would be reasonable to suggest that many, if not all, of us might say we've never had it so good.

Our own feelings of being in a wonderful place are confirmed by the 85,000 new people who joined us just in the past year. We are a city of global magne-tism. Yet in spite of all of this, few of us feel comfortable when thinking about what we're becoming. That is why Valley Vision 2025 is so critical to all of us. And while we may care
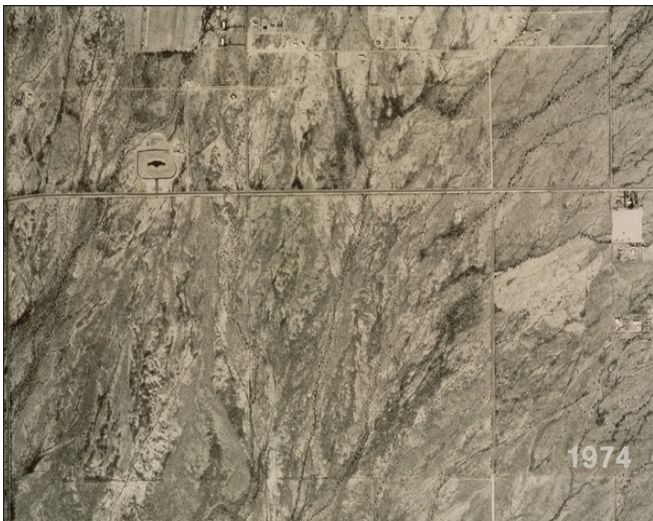
Pima and Shea (Scottsdale), 1974

Pima and Shea (Scottsdale), 1997

mainly about our own cities, when we consider the future, many of our most significant issues are regional. For example, the issues that have nothing to do with city boundaries include air quality, water quality, transportation systems, scenic corridors, drainage patterns, wildlife preservation, health and safety, and economic vitality. In an increasingly global economy, these are all regional issues.
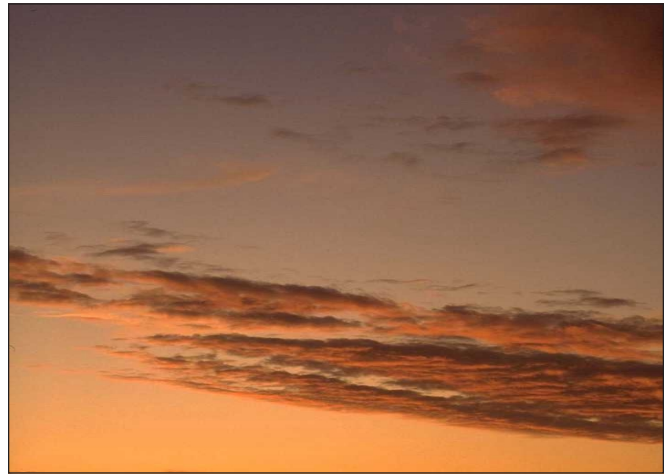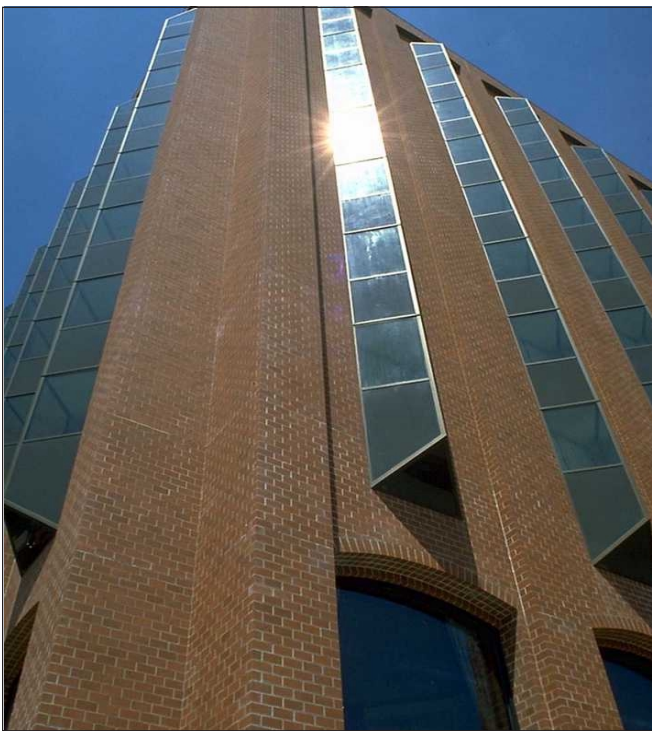
Our task as we implement Valley Vision 2025 is not to get overwhelmed by the complexity of the future, but rather to inspire each other to give our best, so that we might individually and collectively make long term commitments to the benefit of this and all generations to come.

Citizens' Future Preference Survey

The Citizens' Summit was well advertised and well attended. However, despite the high attendance, the Summit was not a representative sample of the region's population. In fact, the Citizens' Future Preference Survey revealed of the participants that minorities made up less than 15 percent , half were college graduates, and 28 percent had household incomes of more than $100,000 per year. By comparison, minorities make up more than 20 percent of the region's population and only 22 percent are college graduates. These figures fall short of a representative sample.

Some noteworthy data collected from the Citizen Summit relating participants' desire for the Valley in 2025:

A majority of those voting indicated they:

- See a need for greater citizen involvement in self-policing programs.
- See the quality of life as much worse than today if current trends continue.
- Would ride a bus or train if they perceived it as safe, clean, and if it ran everyday.
- Want community parks and trails to lead to larger open areas.
- Want growth and development to pay its own way.
- Want a light rail system linked to a bus system.
- Want farms to be integrated into specially-protected agricultural areas.
- Believe newer residents will depend on water from reclaimed, recharged, and surface water.
- See the Valley as a diversified economy.
- Will stay in their present residences rather than move.
- Believe there will not be a remedy for the homeless.
- Want artists, museums and theaters to partner with schools.
- See greater integration of housing types, including senior living centers.
- See more apartments and town homes in some communities.

Sample question and survey results from the Citizens' Future Preference Survey

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Question	25 years from now, some of the options for housing you will consider include:			
Answers Totals	1. Living in senior citizen apartment or condominium	69	*V*	30.53 % Votes
	2. Staying at home	85		37.61
	3. Living in apartment or guest house near your children	14		6.19
	4. Living at home with services brought to you	51		22.57
	5. Living in a nursing home	7		3.10

5. Nursing home 3.1%

4. Home with services 22.6%

3. House near children 6.2%

1. Senior citizen apartment 30.5%

2. Staying at home 37.6%

1. Senior citizen apartment

2. Staying at home

3. House near children

4. Home with services

5. Nursing home

A comprehensive report summarizing the results of all of the survey questions is available.

Collaborative Groups
Local Input Across the Region

Collaborative Group Reports

Early in the visioning process, "Collaborative Groups" were formed in communities throughout the region as a means of collecting citizen input. The focus of the collaborative groups was to collect the ideas and opinions of community residents to better identify the visions and values of individual communities in the region. The collaborative groups used a variety of meetings, personal visits, surveys, mailings, interviews and targeted outreach to collect this information.

Among the instruments used by the collaborative groups to solicit input was an 18-question survey. The survey utilized essay-type questions developed by the Vision committee's "thematic" subcommittees around nine key issue areas.

Collaborative Groups were formed throughout the region to solicit public input.

Collaborative Groups Formed

GROUP NAME	CONTACT PERSON(S)	GROUP NAME	CONTACT PERSON(S)
ADOT	Jay Klagge	Lichfield Park	Mike Cartsonis
Avondale	Carlin Holley	Maricopa County	Kevin Tyne
Buckeye	Annete Napolitano	Mesa	Frank Mizner
Carefree	Jonathan Pearson	Paradise Valley	Neal Pascoe
Cave Creek	Kerry Dudek	Peoria	Debra Stark
Chandler	Doug Ballard	Phoenix	Lisa Takata; Joy Mee
El Mirage	Rosalinda Herrera	Queen Creek	Cynthia Seelhammer
Fountain Hills	Gary Jepson	RPTA	Ken Driggs
Gila Bend	Cari Stephani	Salt River Pima	
Gila River Indian Community	Loyd Notah	Indian Community	Gabriel D'Luzansky
Gilbert	Mayor Cynthia Dunham	Scottsdale	Joni Meade; Peggy Carpenter; Jeff Kulaga
Glendale	Amy Rudibaugh; Susan Harris	Surprise	Mike Branham
		Tempe	Randy Hulburt
Goodyear	Doug Sanders; Harvey Kraus	Tolleson	Reyes Medrano
		Wickenburg	David Siegel
Guadalupe	Enrique Sema	Youngtown	Lloyce Robinson

**The Valley Vision 2025 question-naire was mailed out to residents throughout the Valley.**

VALLEY VISION
2025
alternatives, choices, solutions

Answer these questions for the year 2025:

Civic Infrastructure (1) What needs to be done to build a community with strong civic values?

(2) What can community organizations, businesses and government do – either independently or jointly – to support these values?

Cultural (3) What kind of cultural resources and relationships do you want for the region?

(4) How often do you attend cultural events, and what are your barriers to participating in more activities?

Economy (5) In the past, Arizona's economy was based on the four C's – copper, cotton, cattle and citrus. What would you like the Valley's most important businesses and industries to be?

Education (6) What academic expectations do you want for all students, and how do you want to measure the success of our educational system?

Governance (7) How do you want to participate in making public decisions?

(8) What issues facing the Valley would you want to be dealt with regionally rather than locally?

Human Services (9) What basic human services do you want the government, private and non-profit organizations to make available to people in order to better their lives?

(10) What kind of "safety net" would you want for you, your family and friends, and the less fortunate?

Natural Features (11) What needs to be done to keep our air clean, and our water clean and plentiful?

(12) What needs to be done to preserve our agricultural and natural landscape?

Public Safety (13) Compared to those offered today, what kinds of services would you want police officers and firefighters to provide?

Public Utility (14) What do you think the challenges will be in providing water, garbage, sewer, electric, natural gas, telephone, cable and Internet service to people?

Transportation (15) How do you want to get to where you need to go?

(16) How do you want to pay for transportation?

Urban Features (17) Think about the community where you live. What do you like and dislike about it, and what would you change? Why?

Implementation (18) What specific steps do you want to be taken over the next 25 years to make your dreams for the Valley a reality?

We respect your anonymity. If you would like a copy of the final report for Valley Vision 2025, please call 452-5080 and leave your name and mailing address. Thank you for your time.

Please tell us...
_____male _____female _____age
_____city _____zip code

(For more on the work of the thematic subcommittees, see next section.) These areas included: Cultural, Economy, Education, Human Services, Natural Features, Public Safety/ Civic Infrastructure, Public Utilities/Governance, Urban Features, and Transportation — with additional questions aimed at implementation.

The collaborative groups distributed approximately 3,000 surveys in their efforts to obtain citizen input. In addition to direct distribution, the survey was also made available through the Valley Vision 2025 Web site and Valley Vision 2025 hotline. The feedback from the surveys was included as part of comprehensive reports drafted by the collaborative groups, which were utilized by the Valley Vision 2025 Committee in developing the draft vision goals.

Of the 28 collaborative groups designated, 19 had at least one facilitated collaborative group meeting. Fourteen completed the first phase of the project and drafted reports based on the responses from the survey. An additional report was drafted by
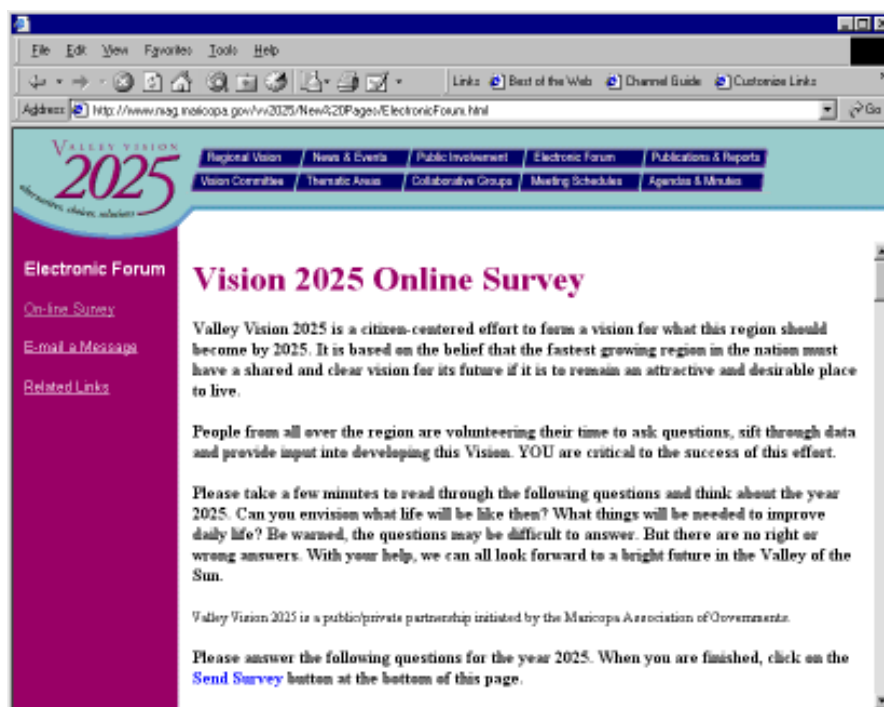
The Online Survey Provided Instant Feedback

consultants that compiled the responses of the outlying areas, areas which did not provide reports, and responses that arrived after the local reports were completed.

Following are the comprehensive reports completed by the collaborative groups. While some of the groups used different formats, each report includes a *Background and Process* section, as well as a summary of the surveys that were filled out and returned to the collaborative groups (*Summary of Thematic Responses*).

Buckeye

Mission Statement

The mission of the Buckeye Collaborative Group is to provide the Valley Vision 2025 Committee with information from residents for consideration in the development of a regional plan.

Background and Process

The town manager and Annette Napolitano, members of the Town of Buckeye Planning and Development Board, initially appointed the Buckeye Collaborative. The committee evolved and consisted of human service providers, the Planning and Development Director and interested citizens. The group met in the early spring of 1998 to identify important local and regional issues of the future. In the late spring they prioritized the issues. On December 8th, 1998, the group identified stakeholders and developed a plan to conduct visioning outreach. The collaborative conducted focus groups and presentations in December, January and February. The group met February 10, and decided they required more time to finish their work. On February 25th they met to wrap up and requested that Ann Williams, the group's facilitator, draft the report.

Methodology

In order to gather its residents' responses, the group conducted mailings, interviews and presentations for civic and social service organizations and discussion groups.

1. February 3, 1999 — Lions Club Presentation, Lisa Perry and Connie Bailey.
2. February 25, 1999 — Buckeye Women's Club Presentation, Connie Bailey. (10 attended 3 responded)
3. Chamber of Commerce presentation, Annette Napolitano
4. February 16 & 23, 1999 — Town Council and Planning and Development, Joe Blanton (16 attended, 3 responded)
5. February 23, 1999 — Buckeye Union High School counselors and teachers, Lisa Perry (5 respondents)
6. January 30, 1999 — AZ State Corrections, Lewis Prison, Paul Brooke (9 participants, 6 respondents)
7. February 9, 1999 — Buckeye Elementary School, Hispanic Parents focus group, Juan Pino (11 participants)
8. March 11, 1999 — Buckeye Service Providers Coalition, Lisa Perry and Connie Bailey. (2 responses)
9. Buckeye Main Street Coalition presentation, Annette Napolitano and Eleanor Sade (11 attended, 11 responded) Focused on Economy and Open Space topics.
10. Late February, 1999 — Buckeye Union High School Senior Class focus group, Eleanor Sade (20 students) focused on Transportation, and Urban Features.
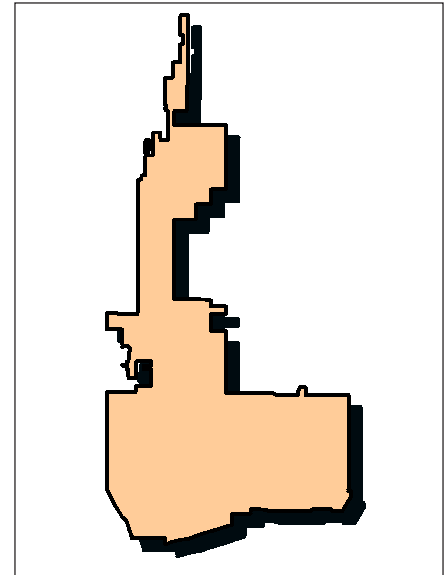
Overall Findings

Civic Values

Residents believe that there should be modeling of strong values by adults. The people of Buckeye want to feel that they are involved in the decisions that affect them, that their desires are important and will impact their leaders' decisions. They would see this occurring if there were an increase in multi-ethnic, multi-cultural community activities as well as education and public involvement in local decision making. One suggested incentive programs be developed to bring people together, heighten pride, and create and implement programs more responsive to residents' needs. The people want continued healthy activities and programs for young people, as well as for new traditions to be developed.

In order to support the development of civic values and pride, greater efforts should be made to encourage diverse citizenry to serve on the commissions and committees of government.

Cultural Issues

Buckeye is a rural community in an agrarian setting. Respondents want small businesses to be encouraged to provide the entertainment and cultural events now found only in the larger cities of the Valley. Currently, the residents must leave town to see movies, go to museums and attend concerts. Several state that they do participate to varying degrees. However, most note the barriers of time, distance, cost, transportation, lack of interest in scheduled events and after-the-fact awareness of events. Some residents state that they would support cultural events in town.

Economy

There is a deep desire of the respondents to retain the farming environment and the traditional economic basis of the State's "4 C's," with the addition of tourism. There is also a polarity illustrated by the desire on one hand for the encouragement of clean, high-tech, correctional or services industries, and on the other hand, the desire to keep farming where economically feasible.

Education

Residents described several themes and considered children, youth, and adults:

- Equal access to learning and technical opportunities, and an upgrading of public schools
- Preparation of all students for productive employment or attendance at college, trade and technical career tracts
- Encouragement and appreciation of learning, language, and development as life-long areas of growth
- Prepare students with skills to obtain productive employment following graduation
- Good continuing education programs
- Mastery of basic skills and level testing
- Retooling centers for skill and career changes

Governance

The respondents want more information about how to be involved in decision-making and want to be included in committees, etc. They believe that through the media and open town meetings they could learn more about the process and become engaged.

Transportation, land use planning, and managing the consequences of urban sprawl are seen as major regional issues. Citizens are concerned about both local and regional problems of pollution, dependent economies,

insufficient education and lack of employment opportunities.

Human Services

The residents are concerned about the availability of employment, good education and development for all ages, affordable and safe housing, life skills training, job training and mental health and medical services. They also want programs for at-risk persons.

Some appreciate the shift in empowerment within the welfare system and support the availability of emergency services for crises, whereas some focus on the need for these services on a regular basis. Medical insurance coverage for emergencies and health wellness is a concern.

Residents want job-skill training and placement, parenting and nutrition programs, accessible education for all, assistance in retooling for new jobs and careers, local jobs for residents, and strong support and encouragement for employing young people.

Natural Features

The people of Buckeye value their open spaces and vistas. They would like to see development of public parks, preserves and recreational areas. Some suggest strict monitoring for pollution with financial disincentives enforced. The majority want to control residential, commercial and industrial development growth. Some suggest that the pollution factor could be affected by the development of an effective and clean regional transportation system.

Respondents identify encroaching development as contributing factors in the reduction of air and water quality and availability. They would like to see stronger zoning enforcement and stricter laws for handling waste, emissions, etc. Regulations and education are seen as crucial factors in increasing each citizen's civic awareness, and engaging them in the process.

Public Safety

Residents would like to see the traditional fire and police activities continue to develop and expand as the population grows. They also want more mentoring relationships between youth and police offices and firefighters. There is concern over the expanded coverage of fire and police services as unincorporated areas of the county are connected to the town.

Public Utility

Residents identify the challenges to an effective system of services to be: cost, land use, population expansion, workforce, limited resources (water), etc. These challenges suggest that success may only be attained by the development of an effective, comprehensive regional plan, which takes into account the varied lifestyles, economies and cultures of the region.

Transportation

Respondents mentioned alternate forms of private and public transportation. Linkages between towns and other regions are desired. Residents rely on personal vehicles, but identify buses, electric cars and streetcars as efficient, multipurpose and convenient. Intra-city rail systems throughout Arizona and to other states were mentioned.

In order to pay for improving transportation, suggestions include: taxes (new or existing), fee-for-service, employer support, gas taxes, lottery, self-pay with tokens, private and public funding, state and federal dollars.

Urban Features

Buckeye is a small town. People know and care about each other. People are mostly on a first name basis and neighbors are often friends. There is a mix of cultures and traditions. The residents look across huge fields of farmland and desert to the mountains in the south and undisturbed vistas to the west. They generally feel safe in their homes and on their streets. They enjoy privacy in their homes and lots.

On the debit side, Buckeye is a distance from other cities and towns; getting to commercial areas, education facilities, cultural and sport events is difficult and time consuming for some, impossible for others. There is not effective public transportation within the town, or connecting to other population centers. In addition, although many residents enjoy the cultural diversity, some are aware of conflicts and struggles around the blending of cultures and traditions. Residents are concerned with gang violence and other crime and vandalism.

Residents would like to see their town become more attractive,

aesthetically pleasing and better maintained. They want the value of civic pride and tidiness to be a priority for all. Residents want a contained, prosperous, rural community with excellent schools, services and attractive local color.

Another concern that appeared in several thematic areas was that the current economy system might not be able to support future generations. Now, youth must leave in order to pursue careers. There is conflict among respondents over economic growth.

Summary of Local Vision

The residents of Buckeye want an attractive, rural, quiet, diverse and involved community: one that offers its residents access to employment, good education, public amenities offered in other cities and towns in the Valley, and the ability to be involved in the development of their future. They fear that the encroachment of commercialism, population and industry will destroy aspects they cherish, and negatively affect of the lifestyle they have. This community has limited diversity in its economic base and limited opportunity for employment of its

residents and youth. Buckeye also has a need for additional services and programs for some people to meet the basic needs of housing, medical care, financial support, safety, and transportation.

Summary of Regional Vision

The respondents' major concerns are: developing a region that provides for a variety of lifestyles, enhancing employment opportunities, and developing efficient affordable transportation within the region. They want responsible and thoughtful planning in order to meet the needs of a growing population. They want growth to be controlled and monitored carefully, or even arrested completely. They want the needs and quality of life of the people in the region to be the priority in decision-making, not the desires of a special few, developers and outside interests. They want to trust their leaders and be encouraged to participate in the decisions affecting them. They want to feel self-sufficient, independent, prosperous and safe. Respondents like the traditions of the past and are uncertain how major changes in the region will impact them.

Chandler

Mission Statement

The mission of the Chandler Collaborative Group is to reach out to the community, listen to and record the respondents' vision of the future, report the findings to the Valley Vision 2025 Committee and assist the Committee by reviewing and providing feedback for the Regional Plan.

Background and Process

The City Manager of the City of Chandler selected Doug Ballard, Director of Planning & Development, to select, develop, and support the Chandler Valley Vision 2025 Collaborative Group. Members were selected because of their interest in the future of Chandler and their history of advocacy, activism, and hard work.

Meetings:

- July 21, 1998 — To determine the local and regional priorities of Chandler.
- November 10, 1998 — In order to gather the vision of Chandler regarding the selected priorities, the committee developed a list of representational stakeholders, selected methods of gathering their information, and created a plan of action.
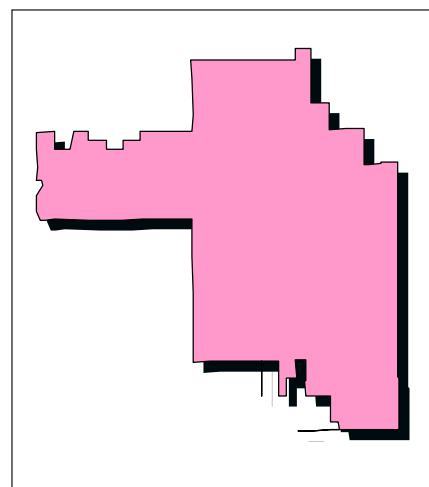- February 10, 1999 — Results of group activities were reviewed. The group determined that they wanted to gather more data and needed time to complete some of the assignment. A new action plan was developed for completion of the project.
- March 29, 1999 — The committee met to wrap up this phase of the project by reviewing and editing the draft of the Valley Vision 2025 Report.
- March 31, 1999 — The final report was scheduled to be submitted to the Maricopa Association of Governments.

Methodology

Visioning Research was conducted through focus group discussions and the distribution and collection of surveys developed by the Valley Vision Committee. Results were documented.

Focus groups

1. February 20, 1999 — Senior Citizens (approximately 40, between the ages of 70 and 85) by Flora Ligi at the Chandler Senior Citizen Center.
2. March 1, 1999 — CHAMPS (Champs Have And Model Positive Peer Skills) a Planning and Development/ Housing Youth Program (approximately 10 students/ 5 girls/5 boys between ages of 9 and 16) by Flora Ligi at Chandler Family Investment Center.
3. March 3, 1999 — English As a Second Language, a Planning and Development/ Housing Program (12 adults between the ages of 20 and 35) by Flora Ligi at Family Investment Center.

4. December 8, 1998 — Youth in Government group at YMCA (approximately 45 between the ages of 12 and 18) by Michal Joyner.

5. December 22, 1998 — Sun Lakes Rotary Club, (37 males, 2 females between ages of 50 and 80) by Michael Joyner.

Questionnaires

1. Questionnaires were mailed out by the City Planning & Development Department (500 total mailed). Four areas were selected as representative of major ethnic and economic groupings. Questionnaires were sent randomly to 20% of the residents in these areas.

2. Questionnaires were mailed to the Ocotillo Homeowners' Association (250 total) by Sandra Laney.

3. Questionnaires were included in Ocotillo News (total included 500) by Sandra Laney.

4. Questionnaires were handed out by Michael Joyner (100 total).

5. Questionnaires were delivered to Home Owners Association (4 responses) by Barbara Snyder.

6. Questionnaires were distrib-

uted to Chandler Unified School District Administration (4 responses) by Roosevelt DeLeon.

The group considers the results to be valid. The group is concerned that the responses are not representative of all the identified stakeholders. Although all age groups are represented, the report leans heavily on the seniors' and youths' responses while the largest age cluster in Chandler is 35-50 years old. The collaborative group is disappointed that this group was under-represented. The group thinks that the low response rate is largely attributed to the length of the survey, the complexity of the questions and issues, and the perception of their effort's impact on the regional or local process.

Overall Findings

Civic Values

Three large themes emerge within the responses:

- Civic values are created and enhanced by strong, honest, well-educated and diverse leaders, who desire to incorporate public involvement and interaction.

- Civic values need to be instilled by positive community experiences such as

community related youth projects, "bonding" events for citizens, in addition to being fostered through family ties. Increasing and supporting enhancement of cooperative efforts would increase civic values.

- Civic values enhancement requires more enforcement of laws, mandatory sentences for crimes and increased accountability.

In order to support these values it is suggested that youth be involved in "real life problem solving," that people contribute more of their time and talents, that municipal boards work closely together, and that public and private organizations incorporate and implement civic values in their missions.

Cultural Issues

The respondents want more — more museums, libraries, centers for performing and non-performing arts, and activity centers for individual, group, and cultural expression. They want the areas to be accessible to all and supportive of the multi-cultural texture of the City. The increase in diversity and desire to celebrate are clear and important to the respondents.

Respondents actively participate in cultural events and indicated that they would participate more often if cost, lack of accessibility, poor promotion, and time were not barriers.

Economy

Economic priorities are for clean and diverse businesses rather than to continue with the 4 C's. Respondents want to see more tourism opportunities, encouragement of entrepreneurs, small business, professional and financial services, as well as high-tech and entertainment industries.

Education

Respondents want more practical vocational experience and opportunities for youth. They want to elevate the standard of student learning, as well as provide local employee education and development programs. Methods that could be used to accomplish and measure success are testing, setting high standards for students and teachers, and promotion of further education. Offering a choice of alternative learning tracts to accommodate individual's varied interests and abilities was also endorsed. It is imperative that students be capable of using computer technology.

Governance

The respondents want increased voter involvement. Suggestions include sponsoring more public forums with the City Council and Mayor, using the Internet and technology to simplify the ability to vote, and inviting representatives of neighborhood organizations to serve on committees. One respondent stated that he wants a smaller government, one that is closely tied to the people and less influenced by money, business or other pressures. The respondents identify transportation, education, air and water quality, management of wastewater and solid waste, social services, health care, and curtailment of urban sprawl as regional issues.

Human Services

The respondents identify healthcare, education, affordable housing, and crisis services as necessary for those in need. Private and non-profit organizations, with the support of public and private funding, could be more effective and responsive providers. For the underprivileged or working poor, tax breaks, literacy programs, housing, job training and development were suggested. Some mentioned "enriching activities," such as services and assistance for young people and seniors.

The respondents want a basic safety net that is designed to be there in time of crisis and is aimed at building independence and self-sufficiency. Mentoring programs for youth and adults were mentioned as an avenue for spiritual, emotional, fiscal, and problem solving projects and opportunities.

Natural Features

Respondents want open space to be protected and suggest that the government develop a program to acquire and preserve land throughout the State. They also indicated the need for planning and zoning changes that ensure green belts, agricultural areas, and also slow growth and industry. One suggests strong state legislation regarding land use and another suggests using incentives that support the preservation of the natural, desert environment.

Improved modes of transportation, incentives for travel reduction, use of alternatives fuels, tax incentives and disincentives, education and monitoring for quality are suggested to keep air and water clean.

Public Safety

Respondents want to increase community policing, have more bicycle officers, and expand public and school education programs. There is a need for more emergency healthcare services and preventative counseling programs.

Public Utility

The respondents identify the main challenges to providing these public services as growth – which is exceeding the ability of the cities to install, finance and maintain infrastructure.

In order to achieve the goal others suggested:

- Design reasonable, enforceable guidelines for conservation and responsible use.
- Deregulation to increase competition.
- Creating helpful industries from problems (i.e.) incinerating garbage to produce electrical power.

Transportation

Respondents want to change from private car dependency to efficient, speedy, and clean mass transit. Alternative methods include rail, buses, alternative fuels, and electric vehicles. In order to support this transition, respondents suggest tolls, taxes, incentive and disincentive programs, special event fund-raising, casinos, and bond sales.

Urban Features

Respondents like the small, hometown feeling, along with the history and rural quality of the surrounding environment. They like the sense of close community. Respondents are concerned about crime, traffic and congestion, the seeming lack of growth management, and developers that build without strict controls. They also feel that both growth and building controls need to be enforced consistently by the City Council.

Respondents want slower growth and improved development quality. Respondents see their rural atmosphere and openness being consumed by housing and business developments and the quality of their lives and the environment deteriorating.

Summary of Local Vision

Respondents want their City to open up, clean up, conserve, and improve the quality of life for citizens, both now and in the future. To bring this about they suggest implementing strong growth management and desert preservation, creating a high-level building plan with foresight on the future, and incorporating more parks, trails and paths for bikes and walkers. In addition, there is a need to promote and develop efficient, timely, clean, and affordable public transportation within town and between communities. Some suggest using new technology to improve services and enhance communications.

Residents want to be included in decision making, and want leaders who are dedicated to the quality of the community and the environment.

Summary of Regional Vision

Respondents want a region that is modern, yet protects history and tradition, one that adjusts to the desert environment without destroying it. They want a place where one can raise a family and participate in civic issues. They want to be able to move around the region easily, cleanly, and efficiently, and have a well-educated, productive, and responsible citizenry. They are willing to support measures through increased taxes, paying realistic costs, and user fees. Respondents want decisions made that show clearly that the residents and environment are the key priorities.

Fountain Hills

Mission Statement

"Reach out to the community, listen to and record their vision of the future (by asking that they respond to thematic questions), to report the findings to the Valley Vision 2025 Committee, and to serve as the conduit between the Valley Vision 2025 Committee and Fountain Hills."

Background and Process

The Fountain Hills Collaborative Group was initially selected and appointed by the mayor in the spring of 1998 with the task of determining what critical issues residents of Fountain Hills considered important to the future. Both a local and a regional perspective was to be considered in this process.

The Fountain Hills Collaborative Group initially met to consider a list of issues identified by the Valley Vision 2025 Committee in advance of the June 1998 Citizens' Summit on the Future. Their priorities on these issues were blended with those of other participating collaborative groups as part of the data included in the Summit. After the

Summit, the Valley Vision Committee created subcommittees to work on nine thematic elements they identified. These subcommittees developed a series of questions that they hoped the collaborative groups would help them answer.

On November 2, 1998 the Fountain Hills Collaborative Group met, identified stakeholders in their community and developed a plan to gather responses to the subcommittee questions. This particular collaborative group started their work earlier than others, and as a result, the <u>questions used may differ slightly from those used by groups starting later.</u>

Methodology

The CG was provided with an update of the Valley Vision process and time line for upcoming activities. They reviewed and discussed the assignment, which is to seek a broad range of community input on thematic questions and statements. The participants asked the following question, "What will happen as a result of these efforts?"
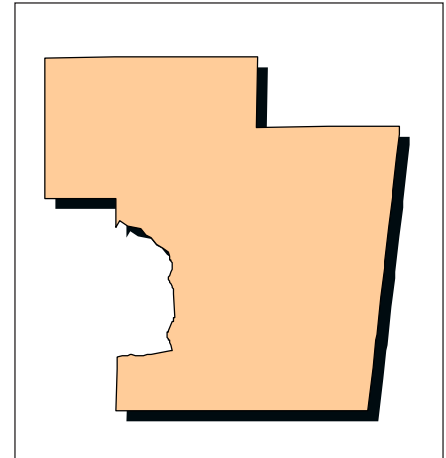
Stakeholders

The first step to completing the collaborative group assignment was to determine which groups, organizations and individuals should be given an opportunity to provide input. The following is a list of stakeholders developed by the meeting participants.

- Builder's Association
- Neighborhood Property Owner's Association (NPOA)
- Planning and Zoning Commission
- CPE (Mark Van Boeckel)
- McDowell Park Board of Directors
- FH Chamber of Commerce Board of Directors
- FH Realtors
- FH High School Student Government

- FH Parks & Recreation
- Preservation Commission Neighbors
- Sonoran Conservancy Board
- Town Marshall
- Rural Metro
- Random group polled by John Wyman
- Individual council members

Overall Findings

Civic Infrastructure

The preferred methods for supporting individuals and families as identified by the Fountain Hills respondents are more public transportation/light rail, and self-protection and responsibility. Several respondents said they want things to stay the same.

Cultural Issues

The majority of the Fountain Hills respondents want more traditional arts such as symphonies, performing arts center and theaters. A significant number of them want more exposure to diversification and a variety of world cultures.

A few respondents wanted things to stay the same, and a few wanted more museums.

The major barrier to accessing cultural events in Fountain Hills is cost and affordability. Inadequate transportation servces and lack of adequate parking are seen as the next biggest barrier.

Economy

The Fountain Hills respondents clearly want to move away from the 4 C's as an economic base. A large majority of Fountain Hills respondents want technology-related businesses (communications/electronics), service industries or health services.

Education

There is a strong response from the Fountain Hills respondents in favor of inexpensive college education for everyone and an increased focus on dollars for public education. One respondent said, "This is a high priority, no expense is too great." There was a significant response in favor of distance learning through computers and technology. Several respondents want AIMS or other standardized testing in schools.

Governance

The majority of Fountain Hills respondents want to maintain the status quo with governance,

although they support an increased use of TV, Internet and electronic means and to encourage more public involvement and citizen-based decision-making.

Human Services

The most preferred human services are health care, satellite medical clinics, family assistance services and personal accountability. Several want to maintain the status quo.

Natural Features

The respondents feel that the best way to keep our air and water clean and beautiful is to encourage the use of electric cars, fuels cells and/or alternative fuels as well as requiring more water conservation and restricting the use of natural water supplies. Planting trees will also help keep the environment safe and clean. Several respondents believed that more mass transit, penalties for polluters and reusing effluent will help the environment.

Most Fountain Hills respondents want to preserve open space by purchasing land with federal and state assistance and by imposing strict controls on growth.

Public Safety

The Fountain Hills respondents are strongly in favor of community based policing with neighborhood involvement. They were also strongly satisfied with the status quo.

Public Utility

The majority of respondents said they want the delivery of public services the same because the public likes and demands personal contact.

Transportation

A large number of respondents want increased and improved mass transit and/or light rail, however a large number also want to maintain their options for personal car use. One respondent wrote, "Can't predict the future — maybe "flying cars" or "hover cars.""

Urban Features

The respondents in Fountain Hills envision that a good balance of open space and development could be accomplished with the following activities:

- Reduce traffic congestion
- Create more open space
- Avoid the southwest style of construction

- Preserve desert spaces and natural washes
- Cease urban sprawl
- Reduce urban blight
- Better planning
- Restricting building heights and preserving views
- Less density
- Public transportation
- Hiking and walking trails
- One respondent preferred dense cities because they create more business

The Fountain Hills respondents said they feel that their quality of life will be enhanced by more open space, because it will create environmental awareness, enhance real estate values and create less air pollution.

Implementation

The majority of the respondents see that the most important steps are to build consensus through public involvement and working together. They see a need to improve education and to stabilize growth by converting to a non-growth mentality. Also, several respondents want transportation incentives for solar electric cars, land preservation trusts and tourism incentives.

The suggested process is to lay out a plan, involve citizens, then evaluate and test. There should be a report every two years to compare progress against this vision.

Summary of Local Vision

Most importantly, the residents of Fountain Hills want to preserve the natural open space and mountains adjacent to their community. Many respondents are fairly satisfied with Fountain Hills as it is now. There were many responses in favor of maintaining the status quo.

After discussing the responses from the community and the reactions to the questions, the collaborative group members agreed that the following objectives are the most important to Fountain Hills:

1. Maintaining the Mountain Preserves
2. Controlling Growth
3. Improving Public Safety
4. More and Better Mass Transit
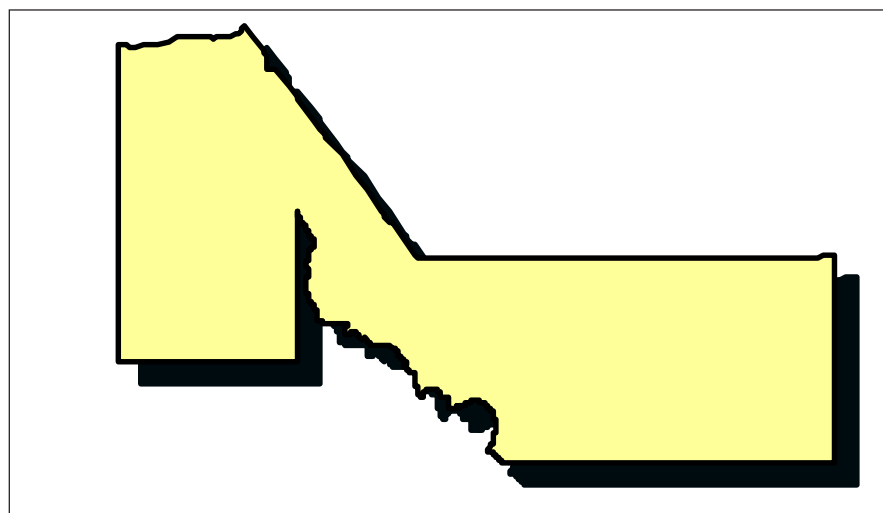
Gila River Indian Community

Mission Statement

To provide initial vision input to the Valley Vision 2025 Committee by responding to thematic questions, to report the findings to the Valley Vision 2025 Committee and to serve as the conduit between the Valley Vision 2025 Committee and Gila River Indian Community.

Background and Process

The Gila River Indian Community (GRIC) was not involved in the early stages of the visioning process. GRIC was contacted in November 1998 for inclusion in the Valley Vision 2025 project. Mr. Lloyd Notah, Director of GRIC Office of Planning and Evaluation, was appointed to direct this effort. He assembled members for the GRIC Collaborative Group and invited them to a meeting at the GRIC cultural center on February 18, 1999.

Due to time constraints within the Valley Vision 2025 project, the GRIC Collaborative Group members were asked to complete the *Valley Vision 2025* questionnaire during that meeting. This represents the main source of input from the Gila River Indian Community. The meeting was well attended by a cross-section of tribal members. The keynote speaker was Mr. Urban Giff, Tribal Manager.

Methodology and Results

The GRIC collaborative group responses serve as a springboard for future visioning efforts. As stated, Mr. Urban Giff, the tribal manager was the lead speaker. As a member of the Valley Vision 2025 Committee, he was very informative and gave the group an update on the *Valley Vision 2025* process. He supports the visioning effort and wants to see it continue. He wants to hold more collaborative meetings and likes that all of the collaborative groups are valued and able to have input to the vision.

During the meeting, collaborative group members were given a questionnaire that each attendee completed. After answering the questionnaire, the group had a general discussion of the visioning process from each person's individual perspective. The group had the following comments about the visioning process:

- Questions are too specific.
- Rural development not openly considered; the perspective is too urban.
- We must work together with our neighbors for control of growth.

- We would like to see other collaborative group reports.
- The group likes the grass roots level vision instead of top down.
- This vision process has made us look outside our border.
- Resources are not shared equally across the state.
- People want local delivery service. Outside service is less personable.
- The survey is hard to answer.
- The elderly depend on vans and don't drive anymore.
- Being in two counties has an impact on planning.
- The Community enjoys the process of vision.
- Questions don't refer to the Indian reservation, slanted toward the town.
- Our culture has big impact. We want lots of land for privacy.
- The process does not provide adequate means to get local views, dominated by Phoenix, area sub division is too competitive for resources and resources are not shared equitably.

Overall Findings

Civic Infrastructure
The civic values most important to Gila River Indian Community respondents are proper planning with more public participation and citizen involvement. Also mentioned was ethical behavior of decision-makers, better education and increased responsibility by parents. Community support of these values comes from better training and education and openness in government.

Cultural Issues
Gila River Indian Community is a rural reservation in an agrarian setting with one border against the major metropolitan areas of Phoenix and Chandler. The majority wants to preserve and promote their Native American cultural heritage and language. One respondent likes rodeos.

The major barrier in Gila River Indian Community to cultural events is a lack of tribal cultural events. Distance is also cited as a barrier. Also mentioned as barriers were too few events and expense.

Economy
The majority of Gila River Indian Community wants to stay with an agrarian economy. One respondent even said that the reservation could be the breadbasket for Phoenix. Many also want to move toward high tech and environmentally clean industries and businesses.

Education
There is no support for AIMS or other standardized testing in Gila River Indian Community. The respondents want higher graduation rates, more college graduates and improvement in the quality of education on the reservation.

Governance
The majority of the people of Gila River Indian Community who responded to the Valley Vision 2025 questionnaire wanted open forums, surveys, public hearings and better informed voters as part of the governance structure. Communication and dialogue with citizens is a consistent and overriding concern for members of the reservation. There were several responses about communicating and speaking on behalf of the elderly and the youth. One respondent wanted to be allowed to vote across jurisdictions.

Human Services
The major human services envisioned within Gila River Indian Community is a desire for

more and better health care for all, and improvements in the educational system.

The two major "safety net" services for this town are basic health care and the entitlement and availability to that care for all. Several mentioned better police protection and a safer community.

Natural Features

The majority of the respondents want to preserve their rural tribal lands as natural open space. There is also a desire for parks, play areas for children, and recreation areas for family use.

A large majority of respondents favor stronger regulation and enforcement of environmental laws and requirements to preserve their natural features.

Public Safety

The largest number of respondents wanted their police and firefighters to provide more services and resources such as shelters and counseling to assist the members of the community. They also strongly supported the concept of police in schools, kids programs such as D.A.R.E. and educating children on the value of police work. A signifi-

cant problem on the reservation is that police and fire stations are located too far away and should be in each district. One respondent felt that there is a shortage of police officers and firefighters.

Public Utility

The biggest challenges to an effective public utility system for Gila River Indian Community are satisfying the demands for service and quality and keeping up with growth when it comes to funding and staffing.

Several people mentioned the problems of cost and affordability. One person said that garbage would continue to be one of the greatest challenges.

Transportation

Most said they wanted to travel using light rail, mass transit and/or buses. However, many said that they wanted to use their own cars.

Urban Features

Likes:
- There is a sense of community
- I like the open spaces
- The people
- The area
- Everything

Dislikes:
- Outside influences such as drugs, gangs, etc.
- Loss of cultural values/ identify
- Low income housing projects that facilitate crime
- Lack of employment opportunities
- Gila River is living in the past
- Rapid growth from neighbors
- Vacant lots and buildings

Implementation

Gila River Indian Community wants a plan for implementation with regular updates and citizen involvement.

Summary of Local Vision

The residents of Gila River Indian Community are primarily concerned with the need for more public participation and openness in their own governance. They are concerned about controlling growth and especially with encroachment from metropolitan areas onto their reservation. The residents of Gila River Indian Community want a much improved education system in their community and they want a better and more available health care program for all.
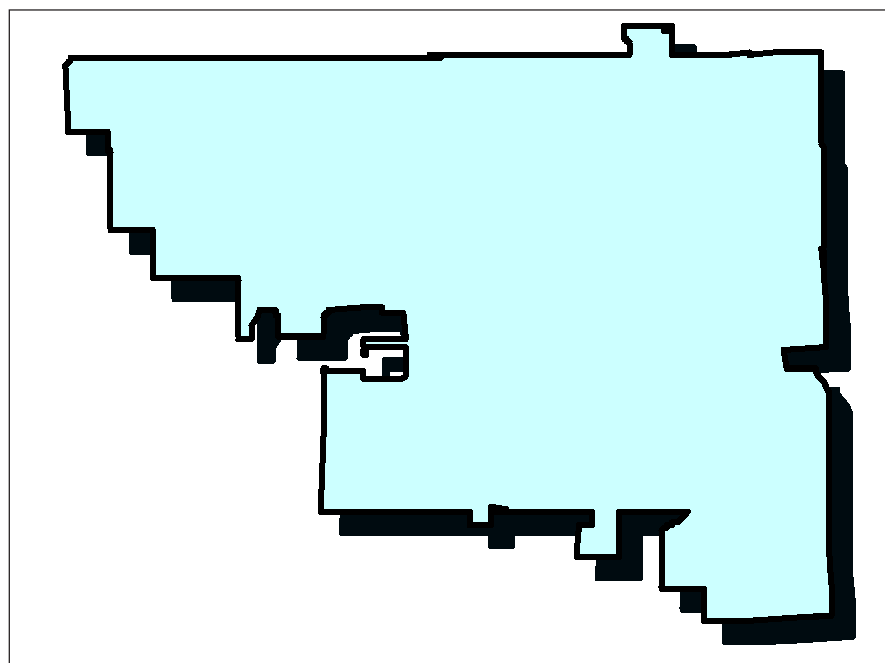
Gilbert

Mission Statement

The mission of the Gilbert Vision 2025 Committee was to obtain input from community members to identify Gilbert's needs and issues for the continued improvement and direction for the future of Gilbert. The information was intended to be incorporated into the Valley Vision 2025 regional report.

To that end, the committee members solicited survey responses and opinions from a number of sources: civic organizations, schools, churches, neighborhoods, and the general public at open events such as Gilbert Days and the Congress of Neighborhoods meetings. Although not every person answered all of the survey questions, and some people provided feedback without using a survey, the information gleaned generally pertained to one or more of the survey areas and is considered valid for this report. Demographic information was not always available; it is possible that a segment of the Gilbert population was over-represented or under-represented.

Collectively, the voice of Gilbert's residents presented a very strong case for limiting growth and housing developments, preserving the open spaces and Gilbert's small town, family-oriented atmosphere — yet residents also want amenities common to major urban areas, such as good public transportation and cultural activities. There were mixed messages about economic development. While many said Gilbert should control growth, some suggested recruiting more diverse commercial businesses to broaden the tax base. Comments from young people were not significantly different than those from older residents, except that they tended to be slightly more oriented toward conservation and recycling efforts than toward remedial efforts to preserve natural features.

The specific subjects of interest and the responses of Gilbert residents are shown below. They provide a comprehensive look at the present status of the town and the visionary potential for the year 2025.

Civic Infrastructure

Primarily, Gilbert residents envision a community where honest leaders, representative of all segments of Gilbert's population, provide the role model for strong civic values. Quite a few people also responded that they want to be actively involved, to serve on committees that serve their town, and to attend neighborhood meetings. They also want community partnerships with businesses. Secondarily, Gilbert residents mentioned the role of families and youth in building a healthy community. They encouraged leadership to provide more community events that families enjoy, and to fund projects that support youth community service. Parents also have a heavy responsibility for instilling civic values, they noted. Finally, there were several comments to indicate that people want to read about the ethical behavior of leaders and youth in the media, communicating exemplary models of the community's values.

Cultural

The responses to questions about cultural events reflected an interesting paradox. Most respondents identified cultural activities they wanted available in Gilbert, but a surprising number of residents were only marginally involved in cultural events. Attendance ranged from twice a month to once a year, or never. There was equal support for the typical city amenities we lack: theater, art museums, a wide range of musical performances, and a cultural center. Several suggested that local culture should be dominant, reflecting the diversity of the town. Barriers to residents attending such events more frequently included competing activities, the cost of cultural events, distance, a lack of awareness of events, and a lack of interest.

Economy

Several people advised Gilbert to diversify its economic base, and in fact, the responses reflected a <u>wide</u> diversity of businesses that appeal to residents. Although several suggested we stay with the "four Cs" of copper, cotton, cattle, and citrus, the most frequently suggested businesses were technology industries, tourism, agriculture, and biotech or environmental industries. Manufacturing, retail, entertainment and corporate offices were also suggested. Some expressed their vision in terms of qualities, rather than a type of industry.

They want businesses that are clean, diverse, environmentally sensitive, and committed to the community.

Education

Respondents had a variety of expectations for the Gilbert school system, but in general, two different goals. One group of respondents envisioned an educational system that prepares graduates for college and they want high standards for all students. The second group suggested that if students left high school with basic skills and prepared for a vocation, they would be well prepared. Several residents believe Gilbert should offer smaller classes and better salaries to attract better teachers. Most people believed that tests are a good measure of educational success, although a few expressed more confidence in broader assessment measures.

Governance

Not surprisingly, Gilbert residents believe they can participate in public decision making primarily through voting and attending public meetings. Many of the respondents indicated a willingness to become involved by serving on boards, committees, and focus groups.

In addition, respondents believe it should be easy to contact town decision makers, through e-mail and by telephone lines. Several people suggested the town should mail out questionnaires more frequently or request input through online ballots.

The two issues most Gilbert residents want handled regionally, as opposed to locally, were transportation/public transit and air quality. The other issues mentioned less frequently were education, urban sprawl, health care, economic development, school funding, overcrowding of schools, welfare, taxation, and judicial systems for minors.

Human Services

Gilbert residents repeated two common themes in their vision of human services in 2025: they want social services that encourage self-sufficiency and they want affordable health care, including mental health care, for those less fortunate. Education, job training, housing, counseling, and parenting helps were mentioned most frequently after health care. Child care assistance for families who are slightly above the poverty level, food, clothing, programs that build community solidarity and security were also

suggested. Most people did not say who should provide these services, although federal, neighborhood, and county programs were each mentioned. Many respondents said they wanted social service programs to be comprised of temporary assistance aimed at helping the individual or the family become self-reliant and fully functional within their limitations.

Natural Features

Nearly every respondent took the opportunity to express his or her vision for preserving natural resources and the landscape. By far, their greatest concern was the rapid development of Gilbert land. Nearly half of the responses included some type of suggestion to limit development or "slow the growth." Many were also concerned about the air pollution resulting from loopholes or leniency in the emission testing for vehicles and envisioned much higher standards. Mass transit was also a frequently offered suggestion. East Valley residents want a transit system that is safe, runs often, and will reduce vehicular traffic.

The suggestions took two approaches: imposed restrictions, and proactive measures such as

incentives for conservation, desert landscaping, use of alternate fuels and solar energy. Residents favor environmental education and research. There were conflicting ideas about preserving agricultural land. On one hand, a few suggested subsidizing or supporting community farming, but just as many opposed the idea of preserving the agricultural landscape.

Public Safety

This area, more than any other, seemed to be adequate for Gilbert respondents. People complimented the current level of service and stated a belief that the public safety personnel should be paid more. There were a number of suggestions that focused on putting more personnel out in the community and more educational programs in schools and neighborhoods. People want to see their police protection often, and on a friendly basis. There were a few suggestions that the public safety department should include ambulance service.

Public Utility

The growth issue surfaced again in responses to public utilities in 2025. Gilbert residents were

most concerned with the effect of uncontrolled growth on providing utilities — where will we take all the trash, where will we get the water, how will we keep the cost affordable? Several comments repeated the theme that we need to be more focused on conservation — reusing, recycling, and providing incentives for residents to conserve. They indicated that a lack of long-range planning now will hamper efforts to provide reasonably priced, effective services later.

Transportation
Respondents were almost evenly split in the modes of transportation they would prefer. The most frequent request was for a light rail system. The next most popular mode was private cars, but on improved roads and expanded freeways. A few also mentioned the bus system, but always in conjunction with another mode of transportation.

Everyone recognized that the improvements in public transportation would not be free, and suggested the typical financing method: taxes. Gasoline tax, sales tax, toll fees, and bonds were named, and a few hoped that the

federal government would provide some money. Some people suggested that transportation improvements should be paid for by fines levied against traffic and vehicle regulations violators; another thought that manufacturers and dealers should offer up an amount per car sold.

Urban Features
Asked what they liked and disliked about their neighborhoods, Gilbert respondents liked the small town atmosphere, the security and friendliness, the peacefulness and the community spirit of their neighborhoods. They disliked the explosive growth of the town, the traffic congestion at every intersection, and the depletion

of open space. What do they want to change? Future housing developments that are limited in number, larger lot sizes, more parks integrated into the neighborhoods, bike paths, and open space.

Implementation
A few survey respondents used this opportunity to guide implementation by suggesting that the town focus on a few very important issues and devote serious resources to meeting those goals. Those most frequently mentioned were limiting or controlling development, providing public transportation, and serving our youth through education and programs, to make Gilbert a family-friendly community.

Demographics

Many of the survey respondents did not complete the demographic questions at the bottom of the survey. All respondents were from the Gilbert area. For those respondents who gave demographic information, this was the representation.

Gender			
Male	**Female**	**Not Shown**	**Age Group**
6	7	18	Under 21
2	3	0	21 - 34
2	9	0	35 - 50
5	5	0	Over 50
2	1	17	Age not specified

Glendale

Background and Process

The Glendale Collaborative Group (GCG) was formed in March 1998 and was composed of selected members of Glendale's Boards and Commissions. In April 1998, the GCG held an organizational meeting to discuss the Valley Vision 2025 project (2025) and to set a timetable for the ranking of quality of life issues for Glendale. Attending the meeting were representatives from the Maricopa Association of Governments and consultants to the Valley Vision 2025 Committee, as well as Glendale staff. At this meeting, it was decided that subgroups led by the chairs of the various city commissions would meet and conduct a "pre-ranking" of quality of life issues.

During the month of May 1998, 10 city commissions/committees met and participated in either a visioning facilitation exercise or had members of the commission/committee complete a survey letter. The purpose of these exercises was to promote well-informed discussions that encompassed both local and regional
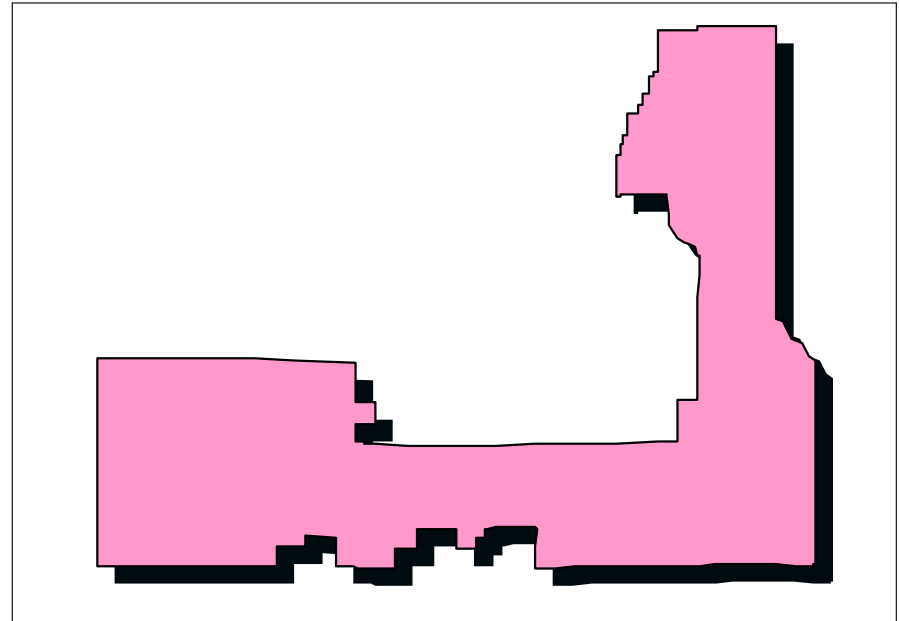
issues. The input from these discussions was to be incorporated into the overall rankings and included in the consensus meeting discussion.

In June 1998, the GCG members presented the results of their efforts at the GCG Consensus meeting. At this meeting, members discussed the various issues raised by the commission/committee members regarding our future quality of life. With the aid of a facilitator, Lance Decker, the GCG members participated in an exercise that re-examined these issues and culminated in a consensus ranking. The partici-

pants were asked to examine the issues from two perspectives: first, from a local Glendale perspective and second, from a larger, regional perspective.

Stakeholders

In March 1999, the GCG met to identify community stakeholders in the 2025 project and plot a strategy of outreach to those stakeholders. Unfortunately, only one member of GCG (along with three members of the Valley Vision 2025 Committee) attended the meeting. Nevertheless, those four interested persons, along with a facilitator and Glendale staff, worked to identify 2025

stakeholders for Glendale. The following is the list of those identified stakeholders:

- Church Groups
- Chamber of Commerce
- Rotary Club
- Kiwanis Club
- Mayor's Youth Advisory Council
- Schools
- Major Employers (Honeywell, Palo Verde, City of Glendale, Bell Corridor, Downtown Antique Stores)
- Luke Air Force Base
- Neighborhood Association
- Mayor's Transportation Contacts
- City Employees
- Boy Scouts
- Bond Committee
- Arrowhead Country Club

Communication Tools

After identifying stakeholders, the GCG set about determining some of the modes of communication that should be employed to reach them. The following is a list of suggested outreach tools with which to include the questions given out by the Valley Vision 2025 Committee:

- Payroll Messages for City Employees
- Message on Internet Site
- Water, phone and cable bill messages

- Displays in businesses, library, city hall
- Cable show
- Advertisements in *Glendale Star,* Glendale section of *Arizona Republic, Arrowhead Independent* and *Tally Ho*

Overview of Findings

The following thematic responses of the GCG are based primarily on the ranking effort in which GCG members took notes and offered comments in addition to ranking the issues.

Transportation/Transit

This issue was ranked as the most important for the City of Glendale. Seven of the eight GCG members who responded put it as the first issue in priority. Much of the reason for this high ranking might be the current state of frustration over the area's transportation problems, as opposed to visioning for the future. Of course, it may also stem from an understanding that impending growth may exacerbate existing problems.

Urban Features/Natural Features

Growth was the second highest rated issue for Glendale. Many respondents from the Commission meetings remarked that growth affected all of the other

categories — for example, how would Glendale deal with the transportation needs or human services demands of a rapidly growing populace? Because of this, many felt the inclusion of growth was redundant.

Protection of open spaces — both inside and outside of town — was a priority for respondents who listed growth as a major concern. Of particular concern was protecting Luke Air Force Base from neighboring development, which could threaten the base's existence. Retaining the current small-big-town feel of Glendale was essential according to one commission member. Maintaining water and air quality were also listed as concerns with the coming growth.

Education

Education was the third highest thematic priority for GCG members and the commissions. Several commission members responded that college would become more important by 2025. There was also mention made of the impact of growth issues on education. One person commented that student-teacher ratios should be lowered and another stated that schools

should be on the "cutting edge" in teaching students about emerging technology.

Public Safety

This was the fourth-highest rated category for GCG members and the commissions. While there were no specific comments relating to a vision for this category in 2025, the most recent City of Glendale survey shows current overall satisfaction among Glendale's citizens in these areas. Of survey respondents, 97% believe that fire protection meets or exceeds their expectations; 96% said the same thing about emergency medical protection; 84% believed that police protection met that standard. The survey has a sampling error margin of plus/minus 4%. Taken together, both the GCG comments and the survey seem to suggest that Glendale's citizens believe public safety is a high priority and they want the city to continue the exemplary job, they believe it is doing in the future.

Economy

Economic opportunity was the fifth-rated category. Many respondents stated that Glendale should be on the forefront of attracting high-technology jobs. Currently Glendale has a reputation as something of a "bedroom community" where its citizens live but who travel elsewhere to work. Commission members noted that this was a concern and wanted to change that image. Transportation improvements such as the completion of the Agua Fria Freeway and Grand Avenue enhancements were said to help facilitate economic growth.

Cultural Issues

This was seen as an important issue and came in as the sixth-rated category. Comments were made as to the need to support the arts in schools and in neighborhood community centers. Recreation and leisure were also counted in this category and many respondents felt that those opportunities brought the community closer together, as well as making the overall citizenry healthier. Several respondents applauded the efforts to bring citizens downtown for events such as Glendale Glitters and the Annual Jazz Festival.

Public Utilities

This was an issue that did not rank highly in most GCG and commission members surveys. This could be taken as a general current satisfaction with many of the services citizens receive and that they expect few problems in the future. One related area which did draw considerable comment was water. GCG and commission members ranked the need to conserve water high, and seemed to be worried about the role growth would play in conserving our precious water resources.

Governance

This category was ranked low in overall priorities and few comments were made by the GCG or commission members. That may be because the issue of governance is touched upon in many of the other categories, i.e., they expect government to foster economic development, provide adequate transportation, fund and manage the educational system, etc.

Implementation

This was not a topic addressed by the GCG or the commission members.

Goodyear

Mission Statement

The mission of the Goodyear collaborative group is to provide the Valley Vision 2025 Committee with visioning information from the city's residents for consideration in the development of a regional plan.

Background and Process

The City of Goodyear was eager to participate in the Valley Vision 2025 plan formulation after the Regional Council initiated the visioning process. Representatives from Goodyear launched the city's involvement in the process by attending the May 1997 meeting hosted by MAG Executive Director James Bourey.

In July, 1997 the Goodyear City Council appointed several members of the community to participate in the local collaborative. City staff invited citizens and representatives of the development community, City Council, and Planning & Zoning Commission to serve on the collaborative.

After Goodyear representatives attended process briefing sessions in October 1997 and January 1998, the City of Goodyear "strategic staff" held a discussion of the Region 2025 process in order to begin the environmental scan.

In March 1998, an organizational meeting for the Goodyear collaborative was attended by the selected community representatives, and city staff, as well as Monique de los Rios-Urban and Leslie Dornfeld from MAG. At this point, Goodyear was one of the first communities to begin the program.

The collaborative group attended the June 6, 1998 Citizens' Summit at the Orpheum Theatre, and the September 26, 1998 training session hosted by MAG at the University of Phoenix.

The Collaborative Group was asked to do outreach to their residents and gather responses to the visioning questions created by the committee. A collaborative meeting, facilitated by Ann Williams (Strategic Solutions in association with LL Decker & Associates, Inc.), was
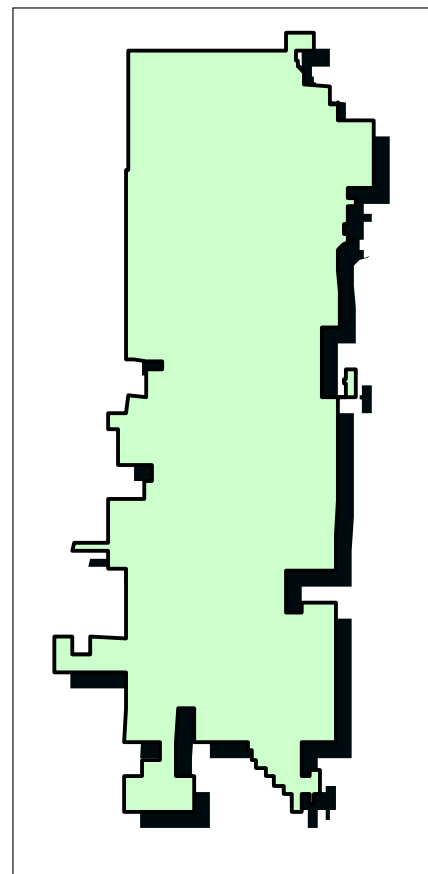
held on November 5, 1998. During this meeting the group identified stakeholders in their community, discussed methods for collecting data, and developed an action plan to conduct visioning outreach.

Outreach activities took place from November 1998 through February 1999. On February 18, the collaborative reviewed the materials collected and

determined what could be done in the remaining time to sufficiently respond to the Valley Vision 2025 Committee's request.

On March 12, the committee met in preparation for writing the report.

Methodology

Visioning research was conducted using focus group discussions, public presentations, and distribution and collection of brochures. The questions were altered for some of the groups to be more understandable, however not all persons responded to all questions.

Persons were asked to describe what they wanted in their future. The lack of responses is a concern for the group. However, the Goodyear collaborative believes that the summaries are an accurate description of the general attitude and desires of the Goodyear community.

- **November 16, 1998**
  Volunteers from the Tri-City Chamber of Commerce interviewed Goodyear residents at the annual Cool Desert Jazz Festival. (Approximately 20 people were interviewed.)

- **November 30, 1998**
  Staff organized a joint work session with City Council and the Planning & Zoning Commission to discuss the program questionnaire. Once the questionnaires were distributed, the project consultants held a discussion on each topic. Participants in the work session wrote their responses on index cards and posted them on the wall to allow everyone to view the opinions offered on each given topic. (15 people in attendance.)

- **December 1998**
  Surveys were distributed to Agua Fria Union High School Civics classes (organized by John Leach). Approximately 200 questionnaires were distributed. Melissa Thomas of the West Valley Boys & Girls Club facilitated a discussion on the Valley Vision 2025 program, during which teenagers prepared murals to answer the survey questions. (Approximately 20 individuals participated.)

- **January, 1999**
  Sharolyn Hohman led a discussion of the visioning process at the Tri-City Chamber of Commerce breakfast (75 members in attendance); questionnaires were distrib-

uted by Sharolyn Hohman in the Chamber newsletter (approximately 700), and by Beverly Asselta in the PebbleCreek newsletter (approximately 300) and at Estrella Mountain Community College (approximately 200).

Overall findings

Civic Values
What needs to be done to build a community with strong civic values?
What can community organizations, businesses and governments do – either independently or jointly – to support these values?

The youth indicated the need for more diverse public involvement in town meetings and other forums, volunteer and educational opportunities, and unification/cooperation programs involving existing community groups. Some suggested harsher law enforcement for the reduction of crime and gangs to provide safe neighborhoods. Others believe civic values begin in the home and suggested a priority to "rebuild families… rebuild communities."

The adults emphasized that civic infrastructure is modeled by

ethical, community-oriented values, and added that we need to encourage public involvement in the decision-making process.

It was suggested that the government could help by advocating community enhancement – by developing "community-city partnerships" and sponsoring activities in which all can participate.

Cultural

What kind of cultural resources and relationships do you want for the region?
How often do you attend cultural events, and what are your barriers to participating in more activities?

Teens want to increase the number of parks, gyms and gathering sites as well as entertainment activities for culturally diverse groups and communities. They emphasized their desire for better relations among all groups and an increase in appreciation of cultures and traditions, whether they are ethnic or gender based.

Barriers to attending cultural events were time, cost, distance, and knowing about what is offered. Respondents said they attend events between two and six times a year.

Adults suggested the need for more public-private partnerships, the encouragement of youth in the arts and theater, and regional art programs. Some suggested offering events that have broader appeal.

What recreation and entertainment opportunities do you want?

Teens see similar needs for the future as exist today: more places to gather and mingle; affordable and diverse activities and entertainment; larger parks with up-to-date amenities; youth clubs and positive; safe places for young and old; space malls; trails; access to affordable sports activities; fashion shows; etc.

Economy

In the past, Arizona's economy was based on the four C's – copper, cotton, cattle, and citrus. What would you like the Valley's most important businesses and industries to be?

Residents said they want clean, safe businesses that bring or create wealth, provide employment, and blend in well in the community. Some see a need for the preservation and encouragement of agriculture and military-based economies, while others desire technology, tourism and information industries.

The teens look to electronic and aeronautical goods, exploration for minerals and mining, and increasing entertainment and tourist industries.

Education

What academic expectations do you want for all students, and how do you want to measure the success of our educational system?

Young people indicate they want the region to make education a priority. They want all persons to have access regardless of age, financial status or culture. The adult respondents emphasized the need of good, thorough education in order to have diverse career opportunities. They want more than the basics, and suggested that the standards should be high, class sizes reduced, quality teachers sought and supported, and the district system's effectiveness reconsidered as the best method of administration. Equality of opportunity was desired. One respondent suggested that success would be for 85% of High School grads to graduate from college.

Adults want testing for basic skills and the provision of alternative systems of education. Some suggested skill mastery

testing. A successful educational program would produce employable, productive, independent citizens that are capable of functioning in a technical and changing world. In order to increase the potential of students, some suggested increasing opportunities for apprenticeship programs, cultural education and appreciation, and using a multilingual team-teaching approach.

Governance

How do you want to participate in making public decisions?
What issues facing the Valley would you want to be dealt with regionally rather than locally?

Involvement was key for the majority of respondents. Suggestions included increasing citizens' knowledge of issues, running for office, introducing alternative methods of voting, public education, and the broad use of technology and media.

Themes for a regional cooperative approach included transportation, water availability, water and air quality, and education. Some suggested such regional issues as revenue sharing, health care, government purchasing, solid waste management, and economic development.

Human Services

What basic human services do you want the government, private and non-profit organizations to make available to people in order to better their lives? What kind of "safety net" would you want for you, your family and friends, and the less fortunate?

Respondents want safe housing, health services, education, and assistance with basic needs when necessary. Opinions were mixed about who should receive services and how these services should be financed and managed. Some suggested services be available only in times of crisis and for a short time. Some respondents want local, community organizations to take more active roles in providing service.

Some respondents want a safety net only for times of crisis and catastrophe, while others do not want one at all. Some see this as use for public and federal funds, while others want government and public monies to be the last resource. Volunteerism in service provision, creating job training and employment opportunities for temporary financial emergencies, and researching regional health care programs were mentioned as possible solutions for addressing this issue.

Public Safety

Compared to those offered today, what kinds of services would you want police officers and firefighters to provide?

Respondents want the Police and Fire Departments to increase their role in safety education and prevention – to offer community services such as free CPR training. Some suggested that the departments coordinate with school programs. Others recognize the need for faster response times and more emphasis on courteous service and citizen assistance. In general, respondents want more responsive departments and personnel, with an emphasis on providing more "service and protection."

Public Utility

What do you think the challenges will be in providing water, garbage, sewer, electric, natural gas, telephone, cable and Internet service to people?

Respondents identified several themes:

- **Creative system development** Expansion to accommodate new residents, constant development of new technology, and the need for affordable services suggest a need to be creative and visionary.

- **Education and partnering with citizens**
  In order to be successful, individuals must buy into sharing responsibility for thoughtful, efficient use and reuse of resources.
- **Costs of services, deregulation and restrictions**
  Keeping services affordable and realistic may be difficult. Respondents want the installation of needed updated infrastructure that is quick and reasonably priced.

Transportation

How do you want to get to where you need to go? How do you want to pay for transportation?

The students want to continue the use of private vehicles and indicated that they see little problem with transportation systems today.

Adult respondents indicated mixed satisfaction with current transportation but said they do not want to give up their private vehicles. Several indicated that public transportation is needed between communities and city centers, as well as between and within cities. In order to have a majority use mass transit, the system would have to be affordable, convenient, clean, and travel to desired destinations efficiently. It was also suggested that cab/bus service and pedestrian/bike paths would improve resident travel.

Possible forms of mass transit include electric cars and buses, and light-rail from communities into the hub of a city.

To fund effective transportation, suggestions included increasing taxes or using part of existing taxes; monthly- or weekly-use transit cards; residents to pay the actual cost; applying for federal grants; or perhaps placing a line item in the County budget. Other suggestions to pay for transportation included billing through utilities, building toll roads, raising the cost of the automobile to 100% of true cost, or quintupling the cost of fuel purchased during the day (at peak travel times).

Implementation

What specific steps do you want to be taken over the next 25 years to make your dreams for the Valley a reality?

Respondents identified developing strategies through citizen involvement, slowing or stopping build out, and preserving public lands as steps for making their dreams a reality. They envision joint planning between governments and communities and the initiation of regional planning with region-wide growth controls. Citizen education and engagement is seen as essential to success. One respondent suggested re-planning the use of existing structures in order to reduce costs and meet community needs more effectively.

Summary of Local Vision

Respondents want to improve their city by funding necessary changes, limiting and controlling growth, using up-to-date technology, and planning to provide residents with an enhanced quality of life and pleasing living and working environments. They want better education and employment opportunities for their children, the creation of public transportation and the preservation of their culture and traditions.

Summary of Regional Vision

Respondents want the region to support cultural richness and diversity, ensure excellence in education for all persons, and utilize citizen and community directed planning. They want governments to effectively collaborate with each other regarding resources, funding, partnerships and solving regional problems.
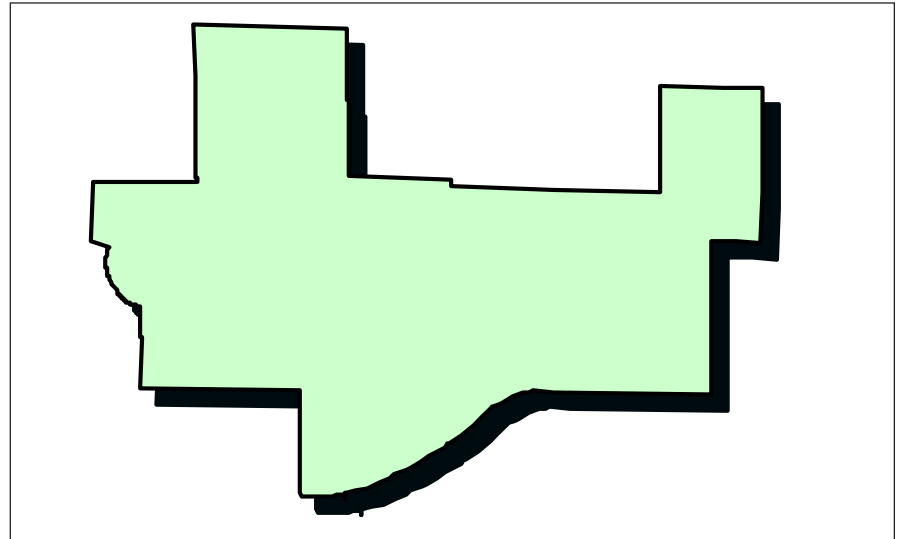
Litchfield Park

Mission Statement

The Mission of the Litchfield Park Collaborative is to conduct a visioning outreach to the community regarding regional and local desires for the Year 2025, and to prepare a report describing the vision to the Vision Committee.

Introduction

In October 1998, the Litchfield Park Planning & Zoning Commission was tasked with working with MAG as a collaborative group for the city. We had several meetings with Ms. Ann Williams, who is working as a Valley Vision 2025 Facilitator. In our initial meeting with Ms. Williams, we were trained on the process, identified stakeholders, and outlined the scope of work required to complete the collaborative's mission. This included widespread interviews and discussions, and use of mail-in questionnaires.

During our work, there were several categories which continually ranked as high priority by all of the groups interviewed. This was true regardless of the source of the interview data. These high priority items were deemed by the stakeholders as critical to the future success of Litchfield Park and the Greater Phoenix Metropolitan area. As a result, the Collaborative decided to focus attention on those high priority items. The top five areas of concern, in no particular order, were: Education; Economy; Public Safety; and Transportation.

The Litchfield Park Collaborative will continue to provide input to MAG as it is received from relevant and interested stakeholders. The collaborative understands that this is a living document, and the group will continue to support the process as directed by the Mayor and the Litchfield Park City Council.

Background and Process

In September 1998, the Mayor of Litchfield Park requested that the City's Planning & Zoning Commission take the lead as the collaborative group for the City. The Planning & Zoning Commission is made up of six members and a chairman, all of whom are residents of the community. Commission members are appointed by the city council, and discharge their duties without compensation for their services.

To achieve the objectives as understood by the collaborative, the group recommended that a series of actions be completed to obtain the input of various stakeholders and residents. First, it was suggested that a questionnaire be mailed to all city residences as part of a future issue of CityLine (the City's monthly letter to the community).

The completed questionnaire would then be mailed to MAG, and subsequently returned to the City of Litchfield Park. To ensure an adequate cross-section of the community would be represented in the final report, additional assignments were accepted by members of the collaborative. They were:

- Mr. Clark to meet with the City Council and Youth Leagues
- Ms. Cox to conduct interviews with community members
- Mr. Giordano to meet with the Rotary Club
- Mr. Gura to meet with individual community member
- Mr. Lochaby to meet with the Recreation & Parks Commission

- Mr. Roehling to conduct interviews with community members
- Ms. Velotta to meet with the Cityscape Commission

Along with the completed questionnaires, the input received by each member of the collaborative from their individual interviews and canvassing would be used to develop a cognizant report. This report would contain the issues identified by stakeholders as important to the future of Litchfield Park, the West Valley, and the greater Phoenix metropolitan area.

In all, approximately 50 people provided input (including 11 completed and returned questionnaires) representing roughly 2% of the registered voters in the community. While this is a very low response rate, it is high enough to be statistically relevant, albeit viewed subjectively. Inadequate personal information was collected to generate meaningful demographic data.

Overall Findings

The community consistently identified the same topics as being high priority. This was true of both the individual responses and information collected during group visioning processes. There was broad consensus within the collaborative concerning the statistical and subjective relevancy of the results. No ideological polarization existed within the collaborative with respect to either the results or the presentation of the results. Of significant concern to the collaborative was the poor response to the questionnaires, however, given the time constraints, the group felt it had achieved the best results possible.

The local vision shared by the group is the regulated growth of the city, increased educational and economic opportunities, and retention of open space and natural resources. These items were deemed critical in the City's efforts to maintain the existing high quality of life in Litchfield Park while accommodating necessary expansion.

The top concerns of this community (in no particular order) are:
- Education
- Economy
- Public Safety
- Transportation

Mission

Economy

- To promote responsibly progressive economic ventures consistent with the city's core values
- To assist existing viable economic systems
- To provide community stability for a major military contributor

Education

- To provide advanced opportunities for traditional and specialized educational formats by increasing the number of classrooms and teachers consistent with lower student to teacher ratios
- To valide these advanced opportunities using measurement standards composed of both objective and subjective methods
- To increase the opportunities for advanced education both inside and outside the existing university system

Human Services

- To ensure the provision of health care and job training for the unskilled and indigent through public and private funding
- To meet basic needs through involvement with public support, private groups and faith-based organizations

Natural Features

- To ensure the preservation of open space, and provide for high quality clean water and air by promoting responsible development that is consistent with the desired development plans of the city and surrounding community

Transportation

- To develop an efficient, public transportation system operated as a private, for-profit enterprise, with or without public monies, that is capable of providing service throughout the Greater Phoenix Area
- To provide for more pedestrian-friendly communities and alternative fuel vehicles with supporting infrastructure

Urban Features

- To establish an environmentally responsible community continually developed as a village by maintaining open space, diverse housing and a strong sense of community
- To provide for responsible commercial expansion consistent with the community's design

Mesa

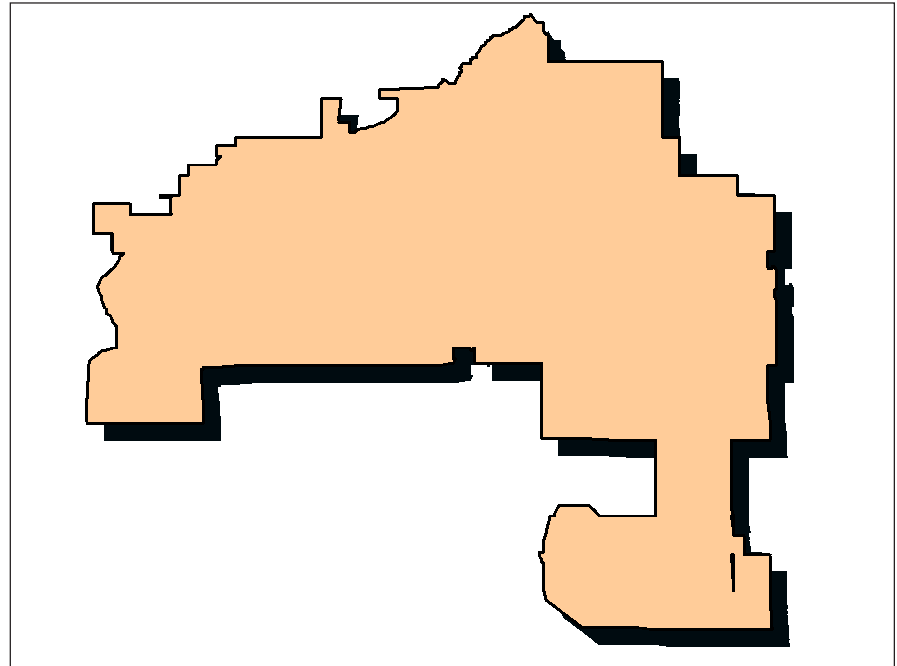## Collaborative Report — Executive Summary

Mission Statement

Reach out to the community, listen to and record their vision of the future (by asking that they respond to thematic questions), to report the findings to the Valley Vision 2025 Committee, and to serve as the conduit between the Valley Vision 2025 Committee and Mesa.

Background and Process

The Mesa Collaborative Group was initially selected and appointed by the mayor in the spring of 1998 to determine what issues residents considered crucial to the future of both Mesa and the Maricopa region.

The Mesa Collaborative Group initially met to consider a list of issues identified by the Valley Vision 2025 Committee in advance of the June 1998 Citizens' Summit. Their priorities on these issues were blended with those of other participating collaborative groups as part of the data included in the Summit. After the Summit, the Valley Vision Committee created subcommittees to work on nine thematic elements they identi-

fied. These subcommittees developed a series of questions that they hoped the collaborative groups would help them answer.

In November 1998 the Mesa Collaborative Group met, identified stakeholders in their community and developed a plan to gather responses to the questions.

Methodology

The group was provided with an update of the Valley Vision process and a time line for upcoming activities. The group reviewed and discussed the

assignment, which is to seek a broad range of community input on thematic questions and statements.

Stakeholders

The Mesa Collaborative Group determine that these groups, organizations and individuals should be given an opportunity to provide input. The following is the list that was developed by the collaborative group members.

- Police Citizens Academy
- Winter visitors
- ASU East
- City Staff

- Dobson Ranch Home Owners Association (HOA)
- Mesa Arts Center
- Museums
- Arts organizations
- Youth Athletic organizations
- Teachers (Mesa Education Association)
- Desert/Environmental
- Spook Hill HOA
- Paz de Cristo
- Homeless People
- Mayor's Youth Council
- Housing and Human Services Board
- Kleinman Park Neighborhood
- Debbie Bertolet's Youth Group
- Madres de Mesa
- Lehi HOA
- Church/Clergy Representatives
- Ecumenical Council of Mesa
- Salt River Project
- YMCA
- Mesa Senior Center
- Charter Schools
- Queen of Peace Catholic Church
- Mesa Country Club
- Homeowners
- Healthy Mesa
- Planning and Zoning Board
- Financial Institutions
- Business Owners
- Franklin School
- Police
- Firefighters

- Asphalt Workers of Mesa
- Mesa High School Principal
- Commuters
- Bus Riders
- Bicycle Groups (AZ Wheelman)
- Mesa Arts Academy
- Mayor's Committee on Disabilities
- Behavioral Health Users
- Value Options (Behavioral Health)

Overall Findings

Civic Infrastructure

The strongest civic values espoused by the Mesa respondents are honesty in government and strong family values. In government, they want quality in leadership and with family values, they want adults to set a good example and emphasize education. One respondent said, "Identify activities, community sponsored functions, etc. that support strong family values and individual character. From this strong civic values will emerge. Tie to a community-based and supported identity."

Community support of these values comes from working together with more cooperation and citizen and community participation. Business and community organizations have to join together in partnership for the good of Mesa. Also mentioned by several was the need for a neighborhood feeling or an urban village atmosphere. One respondent said, "Focus on the people who make up the organizations, rather than elected or other types of officials or official representatives."

Cultural Issues

The majority of the Mesa respondents want more traditional arts such as symphonies, performing arts centers and theaters. A significant number of them want more exposure to diversification and a variety of world cultures.

Several respondents have a vision where cultural events are joint efforts rather than each city attempting to go it alone. They see cultural service districts, with cooperation among the jurisdictions to avoid duplication. A few respondents wanted things to stay the same as now. A few wanted more museums.

The major barrier to cultural events in Mesa is cost and affordability. Transportation and adequate parking are seen as the next biggest barrier to cultural events.

Economy

The Mesa respondents clearly want to move away from the 4 C's as an economic base. A large majority of Mesa respondents want either tourism or hospitality businesses or high technology/ telecommunications industries. There is significant support for sports businesses, film and entertainment businesses, and aerospace industries. The consistent thread in these responses for businesses is soft and clean on the environment. There is also a strong desire for business diversity as evidenced by these other ideas for businesses in Mesa.

Education

There is a very strong response in favor of AIMS testing. There is also a strong response for a "back to basics" approach in education in Mesa with a complementary vision of education that focuses on real world needs such as practical skills, options for vocational training and work force needs. One respondent said, "The education system should prepare our children for the best jobs in our market. We have failed if we have to import all the higher educated, trained, experienced employees."

There was a significant response in favor of teaching more technology and computers, and for increasing the degree of parent and community involvement. Also significant among several Mesa respondents was a need for adequate funding for school districts, and greatly increased state funding. Several respondents did not favor standardized testing, such as AIMS, in schools.

Governance

The majority of Mesa respondents want much greater public involvement and participation in public governance and decision making. A significant number also feel that expansion and growth has become too expensive. Several Mesa respondents believe that voter turnout can be improved by using weekend elections, better education for voters and local forums. Voting can also be improved through the use of computers, TV and Internet/multimedia.

The largest response for a regional issue was transportation followed by air quality, utilities and water conservation. However, several respondents said that the East Valley should handle its own issues.

Human Services

The most preferred human services are job skills, training/ education, elderly care, homeless shelters, shelters for abused women and children and accountability versus handouts. Several want to maintain the status quo. One respondent said, "Educate/advertise on the services already available. Fire Department is doing the "Connecting" program to connect those in need to various services. People need to be enabled, then move up with decreasing levels of governmental assistance."

Natural Features

Most Mesa respondents want to preserve open space. Some are in favor of preserving agriculture and maintaining the desert character. One respondent said, "Set land aside (natural areas) not open to public access agricultural activities can not be preserved in the face of urban growth."

The respondents feel that the best way to keep our air and water clean and beautiful is to limit and/or control growth through zoning techniques, deed restrictions and building moratoriums. Mass transit and the use of alternate fuels or solar power in cars will also keep the

environment safe and clean. Several respondents want to increase public awareness and education, require high emission standards for cars, regulation of polluters, and more water conservation.

One respondent said, "Redirect growth to 60-100 miles away from the valley. Arizona has an abundance of public state land suitable to develop new communities that can have all the nice Arizona amenities. This will do more for clean air and transportation and non-urban sprawl. Tax incentives to utilities and developers. Compensate current landowners in big cities. Trade land for them. Use CAP water, existing freeways and other assets to build these communities. Have each big city develop a satellite community."

Public Safety
The Mesa respondents are strongly in favor of community-based policing with neighborhood involvement. Many are satisfied with the status quo. They also see the need for better public education about public safety forces, including more school visits and youth interaction. There are a few respondents concerned over the ability of current levels of staff for police and fire depart-

ments, being a to keep up with growth. One respondent said, "Must have more linkage between public safety and social services. We keep paying lots of dollars to fight crime created by people with untreated social service issues such as substance abuse."

Public Utility
The biggest concern of the Mesa respondents is the challenge for utilities to keep up with growth. There is also a substantial fear of deregulation. Other major themes from the Mesa respondents are to encourage water conservation, promote recycling, and increase the use of technology and better solid waste management.

Transportation
A large number of respondents want increased and improved mass transit, however a large number also want to maintain their options for personal car use. One respondent said, "Get serious about mass transit (i.e., make it realistic to use or forget about it). If it takes one hour to get someplace by bus and only 20 minutes by car, which one would you use?"

Theme: Urban Features
Many respondents valued the people in Mesa and the Valley.

They also enjoy the parks and open spaces. Another significant aspect of Mesa that respondents liked was the availability of amenities, such as shopping, services and schools, and that the city is bicycle and pedestrian friendly. The major dislike in Mesa is a lack of a clear identity and no clear entry points into the city. Another major dislike is traffic congestion. Also many do not like the large areas of declining neighborhoods.

Summary of Local Vision
The majority of the respondents see that the most important steps are to manage growth and increase/improve transportation and mass transit. Also, several respondents want to encourage more citizen participation; protect open spaces, mountains and desert washes; develop regional cooperation and leadership; create a code of ethics for elected and appointed officials; and develop a strategic plan and/or master plan.

Mesa is a large and diverse city. The residents of Mesa voiced concerns about change within their city. Growth is a major concern and they want to preserve the best of their small town heritage.

Queen Creek

Mission Statement

Reach out to the community, listen to and record their vision of the future (by asking that they respond to thematic questions), to report the findings to the Valley Vision 2025 Committee, and to serve as the conduit between the Valley Vision 2025 Committee and Queen Creek.

Background and Process

The Queen Creek Collaborative was initially selected and appointed by the mayor. The group met in the spring of 1998 with the task of determining what issues their residents considered crucial to both the local environment and the Maricopa Region.

In the late spring the group met to prioritize the issues that had been identified by other collaborative groups across the Valley. From that information the Valley Vision 2025 Committee developed thematic subcommittees to explore and research the prioritized issues. These Committees developed questions and requested that each collaboratives collect responses to those questions.

In December 1998 the Queen Creek Collaborative Group met, identified stakeholders in their community and developed a plan to gather responses to the questions.
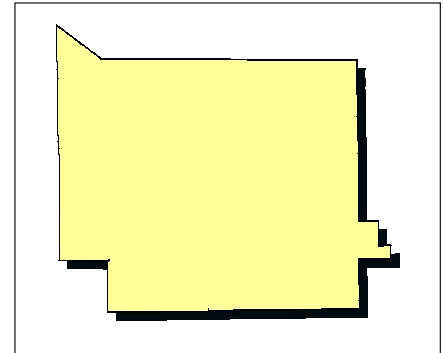
Methodology

The Collaborative Group was provided with an update of the Valley Vision process and given atime line for upcoming activities. They reviewed and discussed the assignment, which was to seek a broad range of community input on thematic questions and statements.

Stakeholders

The first step to completing the collaborative group assignment was to determine which groups, organizations and individuals should be given an opportunity to provide input. The following is a list of stakeholders developed by the meeting participants.

- Neighbors
- Long-term residents
- Future Farmers of America
- Farmers
- TRW
- General Motors
- OLIN
- Williams Gateway Airport
- Polytech
- ASU East
- Town Council
- Leadership Class
- Our Lady of Guadalupe Catholic Church
- LDS Wards
- Visitors to Town Hall
- Citizens of Queen Creek
- Town Employees
- Kiwanas Club
- Boy Scouts
- Developers
- Community Advisory Panel
- Fellow Employees
- Horse Owners
- Boy's Ranch
- 4-H
- Local Schools
- Planning and Zoning Commission
- Parks & Recreation
- Local Businesses
- Landowners

- Board of Adjustments
- Potential new residents
- Realtors

Overall Findings

Civic Infrastructure

The civic values most important to Queen Creek are: education; a place people can be proud of; open space, including clean and beautiful urbanscapes and parks; safety; diversity and strong religious values. Those activities that the community can do by working together are:

- Provide places and events for public gatherings at free or low cost
- Encourage arts, cultural and recreational opportunities
- Establish committed community leadership
- Encourage participation with acknowledgement
- Ensure that schools and government work together
- Foster donations from private business
- Teach value systems in schools
- Support service clubs

Cultural Issues

Queen Creek is a rural community in an agrarian setting. The majority of respondents want live theater and stage events.

The major barrier in Queen Creek to cultural events is distance, which is a reflection of the town's location. Also mentioned as barriers to cultural events were lack of advertisement, time and money.

Economy

The majority of Queen Creek respondents want to move away from the 4 C's as an economic base toward clean technical and technology industries that don't pollute. However, there is also a strong desire among the respondents to stay with rural businesses such as cotton, cattle, citrus and farming. Also mentioned were businesses that use less water and tourism. Several individuals mentioned that they wanted all types of businesses; and one respondent wanted less dependency on retail services and more manufacturing.

Education

There is strong support for AIMS testing in Queen Creek. There is an issue within the town over inequity of education funding. Many respondents wanted to spread money between students evenly as well as equal education for all. Several people simply wanted higher graduation rates.

Governance

For governance, the majority of the people of Queen Creek who responded to the Valley Vision 2025 questionnaire wanted open forums and public hearings and better-informed voters. Also mentioned were the use of existing service groups, public participation and voting. One respondent said that local issues should be dealt with locally.

Human Services

The major human services envisioned within Queen Creek are job placement and career counseling. The two major "safety net" services for this town are basic health care and subsidized housing/home ownership. Two respondents wanted no assistance and/or welfare and two others called for basic emergency services only, such as disaster relief and/or emergency lifesaving.

Natural Features

The majority of the respondents want incentives for the preservation of agricultural land and natural areas. Other ideas are to develop general plans with 75% open space, purchase parks with tax dollars, encourage infill development and privatize natural landscapes.

A large majority favor the control of growth as the primary method to preserve the area's natural features. Other significant methods mentioned are to enforce existing regulations, to monitor and fine polluters of water and air, and to improve and increase public and/or mass transit. Other suggestions were to use cleaner burning fuels and/or alternative fuels, to maintain regional control in the monitoring of air and water quality, to promote recycling programs, and to continue emissions testing for the entire metro region.

Public Safety

The largest number of respondents wanted no change in their public safety programs. Other ideas that were strongly supported included:

- Placing police in schools and/or promoting kids programs such as D.A.R.E.
- Hiring more police and firefighters per capita to keep up with growth
- Establishing block watch for neighborhoods as well as in stores and parking lots

Other specific public safety ideas were:

- Early child hood intervention

- Having police live in their neighborhoods
- Code enforcement by firefighters,
- Training for the public, police and firefighters
- Free safety evaluation and inspection of the home.

Public Utility

The biggest challenges to an effective public utility system for Queen Creek are being able to satisfy the demands for service and quality and keeping up with growth. Several people mentioned the use of digital infrastructure using computers and online services and the problems of cost and affordability. Another challenge was being able to provide fast Internet connectivity. One person said that they preferred regulated utilities. Another said that sewer and natural gas services are the most needed.

Transportation

Most said they wanted to travel using light rail, mass transit and/or buses. However, many said that they wanted to use their own cars. Other ideas were electric automobiles and alternatives for cars.

Urban Features

Queen Creek is a small town. Respondents primarily want to control growth. Complementary to that idea is a desire for no change to the existing form and the preservation of open space.

Summary of Local Vision

The three steps for implementation mentioned most are establishing growth boundaries, increasing mass transit and/or light rail and imposing impact fees on developers to build facilities to serve new growth.

Several times, the residents of Queen Creek voiced concerns about change within their small town. Growth in their area is a major concern and they want to preserve the best of their rural setting. After discussing the responses from the community and the reactions to the questions, the collaborative group members agreed that the following were the most critical issues facing Queen Creek:

- Impending explosion of growth
- Preserving the rural atmosphere of their town
- Lack of public transportation

Salt River Pima-Maricopa Indian Community

Mission Statement

Reach out to the community, listen to and record their vision of the future (by asking that they respond to thematic questions), to report the findings to the Valley Vision 2025 Committee, and to serve as the conduit between the Valley Vision 2025 Committee and Salt River Pima-Maricopa Indian Community.

Background and Process

The Salt River Pima-Maricopa Indian Community Collaborative was initially selected and appointed by the tribal council. The group met in the spring of 1998 to prioritize the issues that had been identified by collaborative groups across the Valley. From that information the Valley Vision 2025 Committee developed subcommittees to explore and research the prioritized issues. These subcommittees developed questions and requested that each collaboratives collect responses to those questions.

In January 1999 the Salt River Pima-Maricopa Indian Community Collaborative Group met, identified stakeholders in their community and developed a plan to gather responses to the questions.

Methodology

A great deal of momentum was lost with the collaborative group between the spring 1998 meetings and the next set of meetings starting in January 1999. The collaborative group reached out into the community through public meetings, newspaper articles in the tribal paper, and one-on-one interviews. The short timeline only allowed a modest return of questionnaires.

In total 5 persons responded. There were three male respondents and two female respondents.

Overall Findings

Civic Infrastructure

The primary vision and focus of SRPMIC is on promoting family values, education and more openness in government.
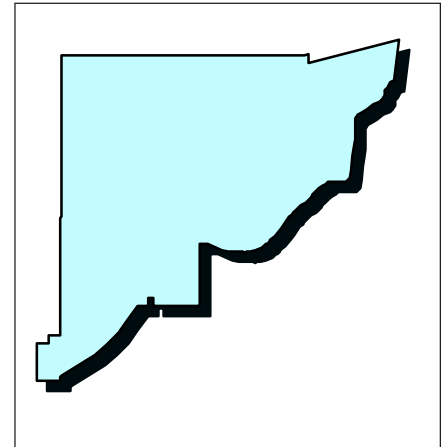
Funding is a major issue within SRPMIC as well as the need for more openness and family oriented structures.

Cultural Issues

The Salt River Pima-Maricopa Indian Community wants cultural events that revolve around traditional tribal culture. They go to events only occasionally and find no real barriers.

Economy

The 4 C's are not envisioned for the economic future of SRPMIC. Businesses mentioned are telecommunications, tourism, computers, sand and rock, and

environmentally clean businesses. One respondent wants the local government to open up regulations and allow more free enterprise.

Education
Standardized testing is not favored with the SRPMIC. Regarding the future of education within the reservation, the respondents want high graduation rates, more college graduates and equal education with the white community. One respondent said to survey success stories.

Governance
The SRPMIC respondents want more openness and participation in their governance structure.

Regional issues for the tribe are: transportation/mass transit, air pollution, and open ranges.

Human Services
The major issue of human services within the reservation is better health and/or medical care. There is also a need for care of the elderly and reduction of elderly abuse incidents. Other human service needs are outreach programs, food, clothing, housing facilities, and emergency funds for individuals.

Natural Features
Predominantly the SRPMIC respondents want to preserve their open spaces, especially through the control of growth.

Public Safety
The majority of the respondents are concerned about police and fire departments keeping up with the growth of their community. Other ideas were the need for more community education services and alternative juvenile rehabilitation programs.

Public Utility
The major requirement for utility services is to keep up with growth. There was one comment about reducing the cost of some services.

Transportation
Most respondents will use their own cars. Although there is a desire for more public transportation, the respondents do not find it easy or convenient. Funding ideas for transportation include taxes and tolls. Others preferred no change to the funding structure.

Urban Features
The members like and want to preserve their rural open setting.

Summary of Local Vision
The residents of Salt River Pima-Maricopa Indian Community are primarily concerned with the impact of growth and change on their reservation and culture. They also envision a need for more public participation and openness in their own governance.

Scottsdale

Introduction

When they envision their Scottsdale community in 2025, Scottsdale Collaborative participants see an open, attractive community with quality public, mountain and desert preserves and cultural events. Scottsdale collaborative participants are united in support for the preservation of both large tracts of environmentally-sensitive open space and neighborhood parks linked by hiking and biking trails.

Collaborative participants dislike rapid growth and the traffic congestion and air pollution that accompany it. Collaborative participants recommend the recruitment of a diverse selection of industries, so the region will have a more recession-resistant employment base.
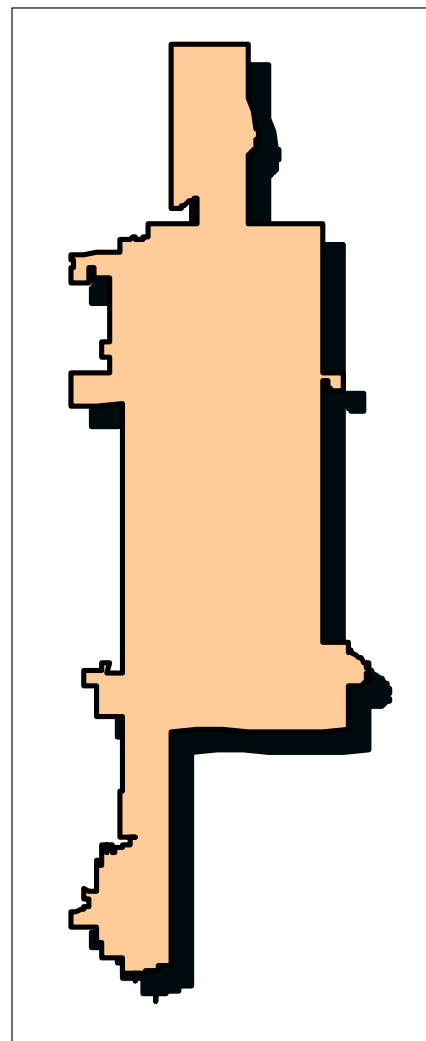
Collaborative participants value an educational system that will make it possible for every student to complete two years of college. Collaborative participants seek a regional transportation plan that is logical, viable and includes a strong citizen involvement component. Finally, collaborative participants believe citizens must work together for positive community and regional change.

Background and Process

The first Scottsdale Collaborative Group meeting held on May 6, 1998 was well attended by members of various Scottsdale Boards and Commissions. There was a general feeling that the Scottsdale Collaborative should be larger and more inclusive. A second meeting was held June 11, 1998, adding representatives from a diverse list of large and small homeowner's associations and citizen's organizations. A facilitator led both meetings, assisting the participants in prioritizing local issues at the May meeting, and local and regional issues at the June meeting (rankings are included in the appendix).

All of the Scottsdale Collaborative meetings were advertised in the local newspapers and were open to the public. Additionally, interested citizens were notified by letter of the meetings. Approximately 650 surveys were distributed to members of the Scottsdale Council of Homeowner Associations with a monthly newsletter. Scottsdale Collaborative participants and all residents of the city were encouraged to attend the Citizens' Summit in

June 1998 and the Leadership Training Opportunity in September 1998.

All Scottsdale Collaborative participants who had attended, been invited to, or shown interest in the May and June collaborative meetings and the September seminar were invited to the November 23, 1998 meeting. At the November meeting, discussion focused on how to let more Scottsdale citizens know about the Valley Vision 2025 effort, and how to get the greatest number of people to respond to the 18 questions on the Valley Vision survey.

At the December 7, 1998 meeting, the collaborative participants created a public outreach plan to gain public input by publishing the *Valley Vision 2025* survey questions in local newspapers, and establishing a mail box, an e-mail address, and a phone line to receive community responses. A forum on City Channel 11 to review the questions and responses was also envisioned. Unfortunately, due to time constraints, several of these outreach actions could not be achieved. Nevertheless, collaborative participants felt that Scottsdale input to the

Valley Vision 2025 Draft Vision was and is very important. Scottsdale collaborative participants met on March 8 to create a Scottsdale Collaborative response to the Valley Vision survey.

Overall Findings

At the March 8, 1999 meeting, collaborative participants chose the *Valley Vision 2025* questions they felt were most important, and developed responses.

Civic Infrastructure

Think about the community where you live. What do you like about it, and what would you change? Why?

Participants of the Scottsdale Collaborative like the attractiveness of the Scottsdale area, including the feeling of openness, Sonoran desert and McDowell Mountain preservation, landscaping (such as flowers), cleanliness, public parks, restrictions on signage, and the quality of public events available to residents in the City. Citizens are happy with the Council/Manager form of government, the progressive attitude of the community, the excellent school system and the many opportunities for citizen involvement.

Collaborative participants dislike traffic congestion, air pollution, the lack of mass transit and too much golf course construction. The group also said rampant growth has been a real problem in Scottsdale until recently.

Some participants of the collaborative feel that city government is not responsive to citizens, and is influenced by a "good-ol'-boy" network. A lack of regional cooperation was also mentioned as a negative.

Citizens had several specific suggestions for changes:
- Build a more positive attitude toward the community, using improved public communications.
- Slow the pace of golf course development.
- Examine planned developments more closely to see if they will be detrimental to the quality of life of existing residents.
- Seek a local government that is responsive to neighborhoods and current residents.

What needs to be done to build a community with strong civic values?

What can community organizations, businesses and government do – either independently or jointly – to support these values?

Residents of Scottsdale should work together for positive change, using open communication as a basic tool. The City should facilitate public decision making by using a broad-based network of information such as a Web site, and by making better use of Cable Channel 11. Scottsdale has much to be thankful for and proud of — we should celebrate our positives.

As a community, we should nurture civic values in our youth by teaching civic involvement in schools, to raise a generation of youth prepared to be actively involved in the community. Rapid change, such as the recent rapid growth in the area, results in frustration and often leads to more interest in the community, and more candidates in local elections.

Cultural Issues
What kind of cultural resources and relationships do you want for the region?

How often do you attend cultural events, and what are your barriers to participating in more activities?

Scottsdale Collaborative participants voiced strong support for the first class regional symphony and museums available in the Valley, and added that both were strengthened when a number of small local groups combined to produce one regional effort. There is significant potential for the Valley to recognize the contributions of Native American and Southwestern heritage to the culture of the region. In the future, museums may be available to all on Web sites.

Barriers to participation were heavy traffic and long travel distances, the cost of participation, a feeling that there is no decent opera in the valley, and a need for one source of information for all events.

Economy
In the past, Arizona's economy was based on the 4 C's — copper, cotton, cattle and citrus. What would you like the Valley's most important businesses and industries to be?

Scottsdale Collaborative participants definitely prefer non-

polluting industries, and a diverse selection of industries, to make the region more recession resistant. The group named solar energy, technology, fashion design, entrepreneurial research and development, the film industry, and health care as attractive businesses and industries. Tourism is seen as both a positive and a negative business. Some collaborative participants support actions to increase tourism, while some participants feel tourism should not be encouraged. Gaming is not seen as a positive business, but collaborative participants are sensitive to the needs of the neighboring Indian Communities, and suggest that Scottsdale open a dialogue with the Salt River Pima-Maricopa Indian Community to discuss gaming issues.

There is a link between educational expectations of a community and the businesses and industries that are attracted to that community. If we raise the level of education in our community, more residents will be able to find jobs and stay in the community.

Natural Features

What needs to be done to keep our air and water clean and beautiful?

Scottsdale Collaborative participants support the preservation of large tracts of environmentally sensitive open space, such as the McDowell Mountains and State Trust lands around Granite Mountain, and they also strongly support the preservation of parks, flat lands and washes near neighborhoods that are connected with biking and hiking trails. The group agreed that the community needs to preserve more space for children to play.

Participants disagree on the value of existing zoning and a city's General Plan in the preservation of open space. Some citizens feel that existing zoning must be respected and that the General Plan should not be changed. Others feel that zoning may be re-evaluated to reflect the objectives of the Scottsdale Shared Vision, and that the General Plan is a guide to development that is subject to change.

Education

What academic expectations do you want for all students, and how do you want to measure the success of our educational system?

The Scottsdale Collaborative asked the question, "what lifelong learning opportunities do we want for our citizens?" They started with the expectation that every student will graduate from high school and attend two years of college – a K-14 expectation.

Strategies to accomplish this goal may include the creation of a unified, statewide school district, increased funding and an equal distribution of resources.

Collaborative participants hold the existing community college system in high regard, and support the continuation of the system. It is important to educate the minority population, and to target educational resources to the workforce needed now and in the future.

Transportation

How do you want to get to where you need to go? How do you want to pay for transportation?

Citizens first talked about what they like most about existing transportation options in the Valley. They like regional bus pullouts, the Pima freeway, the synchronization of traffic lights, and the placement of Valley freeways.

The group provided a number of suggestions to improve transportation regionally:
- Link land use and transportation, minimizing home/work distances
- Promote regional consistency in areas such as lagging left turns and bus pullouts
- Provide incentives to drive less, such as van pools and alternatives to driving such as telecommunications
- Continue regional transportation planning, especially an effective bus system and some light rail
- Create an ongoing transportation dialogue, instead of studies followed by no action
- Improve the quality of design of roads and infrastructure

The collaborative felt strongly that the public will support a transportation financing plan that is viable, logical, regional and that includes citizen involvement. It is important to tie this transportation plan to reductions in levels of air pollution, and to include federal and state funding sources.

Privatization, such as toll roads, should be considered in the plan. Buses will require a smaller investment than light rail at the beginning of the project. The plan should provide financial incentives to use public transit and disincentives for single occupancy driving. Regional prioritization of transportation projects is important, and local governments should require more comprehensive transportation plans of developers.

Summary of Local and Regional Vision

In 2025, Scottsdale Collaborative participants see an open, attractive community with quality public parks and schools, mountain and desert preserves, and a diversity of and many opportunities for cultural events.

- Scottsdale Collaborative participants are united in support for the preservation of large tracts of environmentally sensitive open space and neighborhood parks linked by hiking and biking trails.

- Collaborative participants dislike rapid growth and the traffic congestion and air pollution that accompany it.

- Collaborative participants recommend the recruitment of a diverse selection of industries, so the region will have a more recession-resistant employment base.

- Collaborative participants value an educational system that will make it possible for every student to complete two years of college.

- Collaborative participants seek a regional transportation plan that is logical, viable and includes a strong citizen involvement component.

- Finally, collaborative participants believe citizens must work together for positive community and regional change.

Tempe

Mission Statement

Reach out to the community, listen to and record their vision of the future (by asking that they respond to thematic questions), to report the findings to the Valley Vision 2025 Committee, and to serve as the conduit between the Valley Vision 2025 Committee and Tempe.

Background and Process

The Tempe Collaborative was initially selected and appointed by the mayor. The group met in the spring of 1998 with the task of determining what issues their residents considered crucial to both the local environment and the Maricopa Region.

In the late spring the group met to prioritize the issues that had been identified by collaborative groups across the Valley. From that information the Valley Vision 2025 Committee developed subcommittees to explore and research the prioritized issues. These subcommittees developed questions and requested that each collaborative collect responses to those questions. In December 1998 the Tempe Collaborative Group met, identified stakeholders in their community and developed a plan to gather responses to the questions.
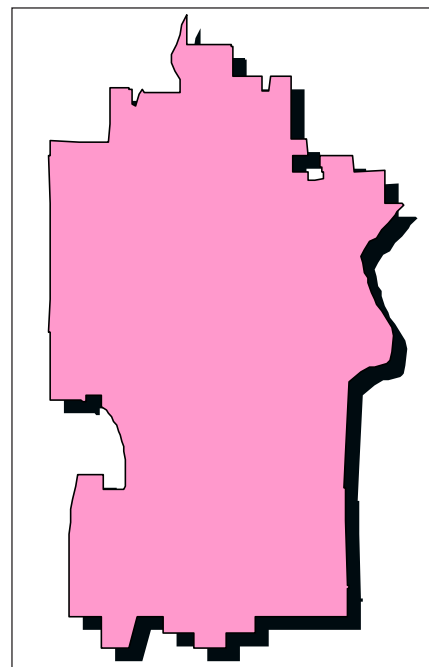
Methodology

The group was provided with an update of the Valley Vision process and given a time line for upcoming activities. The group reviewed and discussed the assignment, which is to seek a broad range of community input on thematic questions and statements.

Stakeholders

The first step to completing the collaborative group assignment is to determine which groups, organizations and individuals should be given an opportunity to provide input. The following is a list of stakeholders developed by the meeting participants.

- Grace Church
- Healthcare Services
- Elderly/Aging Population
- Arts Organizations
- Youth Groups/Organizations
- Minority Organizations
- Citizens of Tempe
- High Schools, Schools Boards and PTAs
- Scales School
- Mayor and City Council
- Tempe Community Council
- Tempe Transportation Committee
- Tempe Aviation Commission
- ASU students, faculty and staff
- Non Profit Boards
- Human Relations Commission
- Planning and Zoning Commission
- American Hydrogen Association
- Audubon Society
- Newtown Community Development Corporation
- Homeless on Mill Avenue
- Historic Preservation Commission
- Police Officers and Firefighters
- Rio Salado Commission
- Tempe Chamber of Commerce
- Major Employers
- TOSCO
- Salt River Project

- Motorola
- Mill Ave. Merchants Association (MAMA)
- Apache Blvd. Project Area Committee
- Board of Adjustment
- Design Review Board
- Parks & Recreation Board
- Mayor's Youth Advisory Committee
- Municipal Arts Commission
- Tempe Neighborhood Tomorrow Task Force
- Neighborhood/Homeowners Associations
- Buena Vista Ranchos Home Owner's Association
- Labor Unions
- Disability Commission
- Tempe Community Action Assembly
- Escalante

Overall Findings

Civic Infrastructure

The strongest civic values identified by the Tempe respondents are a strong emphasis on education, with organizations, businesses, and governments becoming more involved with the schools. The Tempe respondents want more public participation and citizen involvement through media and public forums. They also want to see increased volunteering efforts, community service, civic pride, and unity through partnerships with community support groups, non-profits and businesses. They also strongly support more "community bonding" activities/events sponsored by organizations, businesses, and governments in centralized and accessible meeting places. They want to create a visually and ethically attractive city, improve or toughen law enforcement, and build more trust between police and citizens. Several respondents want increased family and religious values. Others desire tougher zoning enforcement.

Community support of these values comes from communicating with citizens, encouraging citizen involvement, fostering commitment to civic values, and gathering support of the schools and youth. Tempe citizens have to be more involved in police activities, and business and community organizations have to work together on crime prevention, multi-housing, and planning and zoning issues.

Cultural Issues

The majority of the Tempe respondents want more traditional arts such as symphonies, performing arts centers and theaters and a significant number of them want more exposure to diversification and a variety of cultures. Several respondents believe that existing resources are adequate. Several others wanted more publicity for cultural events. The Tempe respondents go to cultural events from as often as three times a month to never attending. The major barriers to cultural events in Tempe are cost and time. The restricted number of events, their location and lack of advertisement are seen as the next biggest barriers to cultural events.

Economy

The Tempe respondents clearly want to move away from the 4 C's as an economic base. A large majority of Tempe respondents want either high technology/electronics industries or a diverse mixture of businesses centered on high tech industry. There is significant support for corporation offices and headquarters, education related businesses and tourism. Several respondents want to maintain the status quo. Some want the service industries, environmentally clean businesses, or businesses willing to help the community. Two respondents said, "No more customer service call centers." There is also a strong desire for business diversity as evidenced by the many ideas for businesses in Tempe.

Education

In order to measure the success of Tempe's educational system, many respondents wanted to use the AIMS test or other standard tests. However, there was a nearly identical response opposed to using the AIMS test or other standard tests. A significant number of respondents want to measure academic success by the percentage of students who graduate.

In terms of academic expectations, there was a strong response in favor of specific standards that are either higher or the same for all. Other significant responses favored more equitably distributed funding, vocational and technical training, education opportunities for all, basic education (three R's), students at the appropriate level, improving the quality of teachers and adding variety in school. Some respondents cited preparedness for college, educational opportunities, the best education for all students, and guaranteed free college for the gifted as academic priorities.

Others liked the education system as it is now. A few respondents said, "Not every kid needs to go to college" and few others said, "Every kid needs to go to college."

Governance

The large majority of Tempe respondents support voting as the best method for public decisions. A significant number of respondents want more use of public forums and meetings. Several Tempe respondents believe that public communication and information can be improved through the continued use of computers, television, multimedia and the Internet. Four respondents wanted a student on the city council and two said that they wanted the public to be able to attend meetings.

A large majority of the respondents cited transportation and environmental protection as the two major regional issues. Other regional issues with a significant response were education, growth and water usage. Several respondents listed crime, employment, alternative energy sources and economic development. The local issues eliciting the most responses were transportation, environmental protection and crime.

Human Services

The most preferred human services made available by government, private and non-profit organizations are healthcare, and housing or shelters for homeless people, runaways, and victims of

domestic violence or child abuse. Other desired services listed by respondents included support for physically or mental challenged people, improved mass transit, food banks, better education, childcare, and clothing for the disadvantaged. Also cited by a few respondents was support for victims of crimes, support of police and firefighters, low interest home improvement loans and employment opportunities. The "safety net" items most cited were food, shelter and healthcare/emergency medical care.

Natural Features

The majority of Tempe respondents believe that increases and/or improvements to Tempe's mass transit system will help keep our air clean, and our water clean and plentiful. Some are in favor of controlling the levels of growth, building and density. Several others advocate the use of carpools, increasing education and awareness and reducing and regulating potential polluters and industry.

Public Safety

A large majority of the respondents, (33) are satisfied with the Tempe police. Their specific comments were "I feel safe or very safe" or "the police do a good job." One respondent said, "Fairly comfortable with public safety

anyplace in Maricopa County. Comfortable with downtown Tempe. Need to do better public relations. Biggest problem is citizens not aware of how safe they really are. Danger issue feeds off people's paranoia. We need to counter that with better information." Five respondents said " Tempe firefighters are the best." However, a large number of respondents (10) want more police coverage. Several stated that police services are mediocre, declining or only of help after a crime. Several Tempe respondents want the police and firefighters to be friendlier. Most Tempe respondents think that more information and increased funding would contribute significantly to increasing the safety of Tempe citizens and workers.

Public Utility

The biggest concern of the Tempe respondents is the challenge for utilities to maintain and replace utilities infrastructure due growth and deterioration over time. Several respondents believe that the citizens of Tempe should make greater efforts to recycle and to conserve water. A few respondents want better sewage control, improve water quality and better, more competitive rates. Two respondents said, " I don't know if deregulation will cut or improve service."

Transportation

Most respondents (25) are not satisfied with their ability to get around in Tempe and the Valley and some (16) are satisfied. One said, "Tempe is way ahead."

Most respondents today get around by car (29), bike (5), bus (4), walking (2), roller blades or by using other public transportation services. The respondents would like to get around by light rail/ monorail (12), car (8), bike (7), bus (6), subway (6) and mass transit (5). Other methods cited were roller blades, freeway, carpool, trolley, and flying.

The methods to improve transportation cited by most respondents were to make more buses available, increase mass transit, improve the freeway system and build a light rail system. A few cited incentives to carpool and build a subway system.

Urban Features

The majority of the Tempe respondents like their neighborhood, citing lots of parks and safe neighborhoods. The major dislike in Tempe is traffic congestion. A few respondents don't like new houses that look too much the same. Also mentioned as dislikes were cost and a lack of consistency in the appearance of neigh-

borhoods. The change most cited by Tempe respondents was the need for more entertainment for children and teens. Several wanted better transportation or more speed bumps. A few wanted more basic goods and services, buildings that last longer than 20 years and enhanced walking paths.

Several respondents stated that taxes would be the best way to pay for these changes.

Implementation

The majority of the respondents stated that the most important steps for implementation are for people/voters to get involved and for the city to rethink and improve streets and transportation. Also, several respondents want better education, tax increases, support from local businesses, and planning for the expansion in the city's population.

Summary of Local Vision

Clearly the residents of Tempe have a lot of satisfaction with their city. Specifically cited was satisfaction within neighborhoods and satisfaction with police services. Tempe respondents are concerned about apartments and multi-family housing, traffic congestion and maintaining the quality of the Tempe lifestyle.

Youngtown

Background

The Town of Youngtown Collaborative Group was appointed in the spring of 1998 by Mayor Donald Needham and includes residents, representatives from the business community, and a council member. The purpose of the collaborative group is to serve as a liaison between the Town and the *Valley Vision 2025* Committee and to collect input from local residents on each of the thematic questions.

Group members distributed brochures throughout the community and attended meetings of various community organizations to discuss *Valley Vision 2025,* and to ask for responses to the questions. However, the reaction from the Town's residents was not very positive. The following is a list of reasons residents gave for not providing input into the process:

- Questions are too difficult to understand
- I won't be alive in 2025
- I'm not interested
- I don't have time to fill out the questionnaire
- Too much to read
- What good is this to me?
- Questions are too long
- I don't care
- Too philosophical questions and too small space to write answers
- Print was too small and hard to read
- I can't read
- I don't want to think

Two group members did collect 5-6 complete brochures and mailed them to MAG. However, MAG only received two responses from Youngtown residents. City and MAG staff conducted a search for the missing questionnaires without success. Therefore, this report documents the process that was implemented by the Youngtown Collaborative and the two responses received.

Methodology

Communication techniques used by the Youngtown Collaborative Group included presentations to local organizations and residents, informal conversations with residents, and distribution of brochures and collection boxes to local businesses.
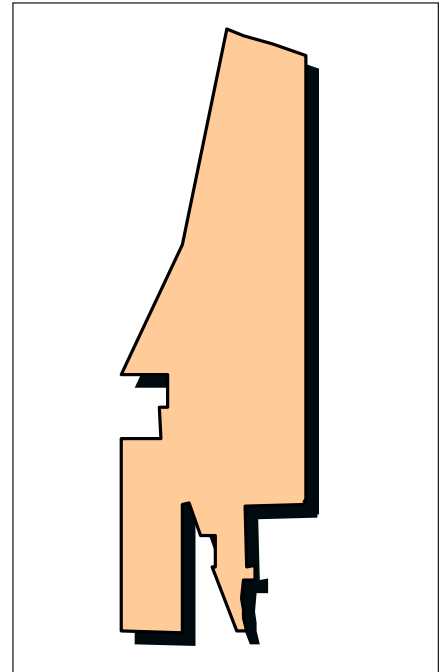
Overall Findings

Civic Infrastructure

1. *What needs to be done to build a community with strong civic values?*

More citizens should be interested in all levels of government. However, more interest in citizens' desires is needed by those governing.

2. *What can community organizations, businesses and government do - either independently or jointly - to support these values?*

Community organizations do quite a bit now. I do not believe in business joining up with governments, such as Bank One Ballpark. If government goes into business, how can it properly regulate business?

Cultural Issues

3. *What kind of cultural resources and relationships do you want for the region?*

It seems to me we already have a multitude of varied cultural activity. The Science Center is outstanding.

4. *How often do you attend cultural events, and what are your barriers to participating in more activities?*

As with many seniors most plays and musical productions are higher priced than we can afford and sports events are extremely expensive besides being big business these days.

Economy

5. *In the past, Arizona's economy was based on the 4 C's - copper, cotton, cattle and citrus. What would you like the Valley's most important business and industries to be?*

The electronic trend hit the area long ago, and is as clean as any business can be. Also the

medical trend is very acceptable. How could we want better?

Education

6. *What academic expectations do you want for all students, and how do you want to measure the success of our educational system?*

The new testing program for high school students is great. We have been drifting away from academics. We need more technical schools for those students who can't hack languages, sciences, advanced math, etc. College is not for every mind.

Governance

7. *How do you want to participate in making public decisions?*

Just allow us to vote on public concerns. The state should not interfere with county or city taxation problems.

8. *What issues facing the Valley would you want to be dealt with regionally rather than locally?*

I would say taxation is local. Roadbuilding could be regional. We need toll roads, as most areas have been doing. People will still come to the Valley. Also we need truck routes both north and south of the Metro area for better smog control.

Human Services

9. *What basic human services do you want the government, private and non-profit organizations to make available to people in order to better their lives?*

We are practically a welfare state and nation now. Government needs to begin taking a look at keeping employers responsible.

10. *What kind of "safety net" would you want for you, your family and friends, and the less fortunate?*

The only safety net for our age group (age 77) and our children is to stop federal foolish spending. Federal payback to Social Security, then privatize Social Security. It was a sacred trust, and not meant to be something added to retirement investments. F.D.R. would turn over in his grave at the new interpretation of Social Security.

Natural Features

11. *What needs to be done to keep our air clean, and our water clean and plentiful?*

Truck routes as already mentioned. Don't repeal auto emission testing and extend testing to winter residents.

12. *What needs to be done to preserve our agricultural and natural landscapes?*

A proposition was passed to help keep some natural landscape. Also we need to slow down mass development. Agriculture is a business - it needs to be self-supporting.

Public Safety

13. *Compared to those offered today, what kinds of services would you want police officers and firefighters to provide?*

Police and fire departments are doing great now.

Public Safety

14. *What do you think the challenges will be in providing, water, garbage, sewer, electric, natural gas, telephone, cable and Internet service to people?*

These are all private businesses, and seem to be holding their own. As always, supply and demand are the normal controls.

Transportation

15. *How do you want to get where you need to go?*

We badly need a better system. Monorail is prevalent in European countries that are poorer than USA.

16. *How do you want to pay for transportation?*

I would like to see our Governor or Attorney General demand an audit on all lottery proceeds, which were publicly voted in to improve roads.

Urban Features

17. *Think about the community where you live. What do you like and dislike about it, and what would you change? Why?*

Our own little community is older, and very clean and neat. I would like to see a recreation center and a homeowners association and a strong city council.

Implementation

18. *What specific steps do you want to be taken over the next 25 years to make your dreams for the Valley a reality?*

As I've said, truck routes, toll roads, emission testing, a transportation system, and quality education.

Summary of Local Vision

After discussing the responses from the community and the reactions to the questions, the collaborative group members agreed that the following were the most important issues to Youngtown:

- Lack of Public Transportation
- Basic Human Service Needs
- Public Utilities; Likes and Dislikes about Local Community

Note:
[1] There were approximately 1700 questionnaires sent out, but only 11 completed questionnaires returned as of the date of this report.

Miscellaneous Responses

Background

Eighteen questionnaires were returned to the Maricopa Association of Governments offices from communities who did not complete a report, or their responses arrived after the local reports were in the process of being completed.
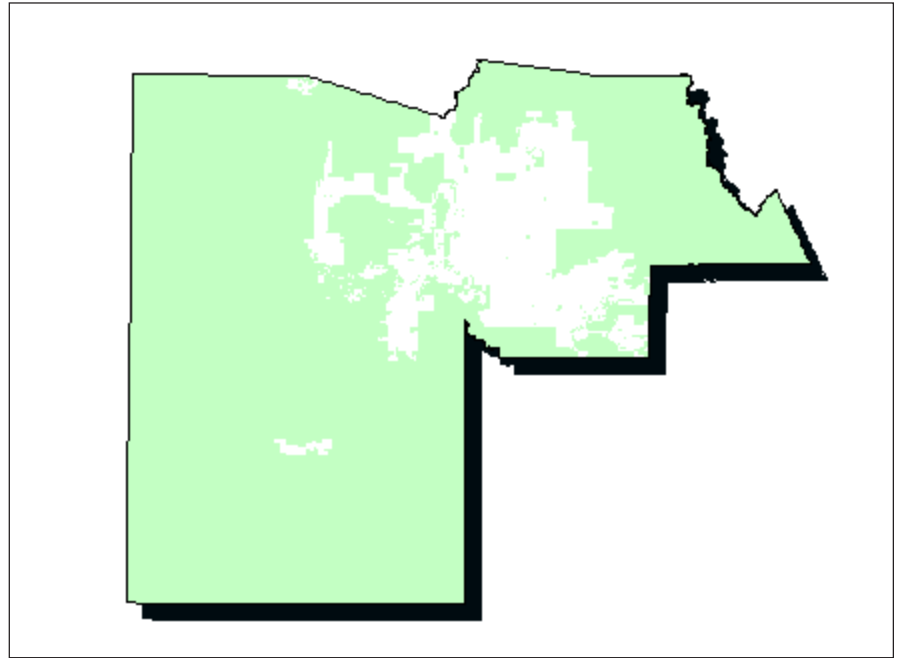
Responses were from the following communities:

- Buckeye - 1
- Glendale - 1
- Gilbert - 1
- Phoenix -10
- Sun City - 1
- Tolleson - 1
- Unknown - 3

Gender:

- Male - 8
- Female - 6
- Unknown - 4

Age:

- Under 30 - 1
- 31-40 - 3
- 41-50 - 6
- 51-60 - 2
- Over 60 - 1
- Unknown - 5

Summary of Responses

Civic Infrastructure

What needs to be done to build a community with strong civic values?

Establishing a sense of community where everyone is working together to build a strong community was the most common response. Comments included the following:

- Get newcomers involved
- Many residents have no vested "roots" in the Valley
- Make it easier for people to get involved
- Citizen involvement
- Need to work together
- People need to have a connection to the community

The next most common response was to encourage better communication among residents and between residents and the elected officials. Comments included:

- Community leaders need to listen to people
- Need communication among all entities involved
- Follow-up on what is promised
- Be responsive to the community

Other suggestions included strengthening education in schools. One person recommended preserving the sovereignty of each individual.

What can community organizations, businesses and government do - either independently or jointly - to support these values?

Working together was the dominant theme of the responses to this question. Respondents cited:

- People sharing with each other
- Leaders should listen to people
- Support efforts, rather than dictate rules
- Develop partnership projects
- Work together as one rather than individual cities
- Government should not only regulate but participate
- Understand and help each other
- Get children and adults involved in helping each other
- Elected officials need to get involved

Other suggestions were to get tough on crime, support stronger schools and protect individual rights of life, liberty and prosperity.

Cultural Issues

What kind of cultural resources and relationships do you want for the region?

There was not a common theme to this question. The responses were extremely varied and included the following:

- More events in the East and West Valley
- Public art ordinance
- Keep community activities to maintain our heritage
- Support high school drama and music
- Appreciate our desert living
- Work with higher education facilities
- More art centers
- Less with Mexico
- More ties with Latin and South American cultures
- Good national level performing acts with corporate sponsorships

How often do you attend cultural events, and what are your barriers to participating in more activities?

Not everyone indicated how often he or she attended cultural events. Two attend one event per year, three attend an event each month, two attend often and one attends 30-40 events a year.

Most respondents agreed that the barriers to participating more were (in order of frequency of response):

- Money
- Time
- Traffic
- Location/distance from outlying areas
- Public transportation
- Knowing about them
- Safety
- Economy

In the past, Arizona's economy was based on the four C's - copper, cotton, cattle and citrus. What would you like the Valley's most important business and industries to be?

Although three respondents stated they would like to see the original 4 C's remain, they realized it was probably unlikely. Most of the respondents suggested the following businesses:

- Tourism
- High Technology
- Finance
- Medical/health related
- Education
- Service Companies
- Manufacturing

Other suggestions included agriculture; restaurants; music; environment; and international businesses. Another suggestion centered on the need for clean, better paiying jobs.

Education

What academic expectations do you want for all students, and how do you want to measure the success of our educational system?

Testing, meeting academic standards for the three R's and measuring performance against national averages was the primary theme of the responses to this question. One person also recommended measuring the teacher's performance based on the students' abilities.

Other responses included:
- Teach values and have people think for themselves
- Measure by students' readiness for life and workplace
- All students should go to college
- More adult education classes for under-educated parents
- Balanced system that teaches how to think
- Charter schools and home schools
- Make ASU West a full university
- Education is dynamic and continuous
- Everyone should complete high school and two years of community college

Governance

How do you want to participate in making public decisions?

Voting was the primary response to this question. Telephone voting and more mail ballots were suggested to encourage more people to vote. However, one respondent stated that he/she didn't want referendums on every controversial issue, that we elect our officials, let them do their job. Another person said he would like to make private decisions without government interference and coercion.

Other suggestions were:
- Better local news coverage
- Continue meetings on cable
- Give back to community in non-political ways - coaching little league, etc.

What issues facing the Valley would you want to be dealt with regionally rather than locally?

Most respondents agreed that transportation, mass transit, clean air and water, and growth should be dealt with regionally. Other issues which should be solved regionally included:
- Recreation
- Mass transit
- Land use
- Judicial system and crime
- Economic development

Human Services

What basic human services do you want the government, private and non-profit organizations to make available to people in order to better their lives?

The responses to this question were split. The majority of the responses said that education, health care coverage, affordable housing, birth control and family counseling, job training, transportation and day care should be provided.

However, three respondents seemed to feel very strongly that the government should limit its involvement and that we shouldn't support those who don't want to change their lives.

What kind of "safety net" would you want for you, your family and friends, and the less fortunate?

Respondents stated that unemployment, health care, housing and Social Security should be provided as a safety net. However, two respondents stated that they are responsible for their own actions and should develop their own safety nets with family and friends as the foundation, not government.

Natural Features

What needs to be done to keep our air clean, and our water clean and plentiful?

Providing more open space and parks and reducing our reliance on cars by providing more public transit were the most frequent responses. Other responses include:

- Strict, enforceable standards
- Keep emission tests
- Taxes/grants
- No more golf courses and restrict swimming pools
- Heavy fines for cities who do not preserve water
- Build cleaner cars
- Enforce existing laws

What needs to be done to preserve our agricultural and natural landscapes?

Controlling growth and providing better public transportation where the common themes. Other responses included:

- Give incentives to farmers
- Make polluters pay
- Create more parks
- Not much you can do about agriculture
- Raise gas tax
- Get rid of old autos

Public Safety

Compared to those offered today, what kinds of services would you want police officers and firefighters to provide?

Most respondents think police and fire agencies are doing well now. Three people were concerned that the police and fire departments were doing too much. One said they didn't want them to turn into social workers and another wanted to relieve them of some of the non-criminal activity. Other responses included:

- Quicker response time
- More community policing
- More officers
- Special force of officers and counselors for domestic violence

Public Utility

What do you think the challenges will be in providing, water, garbage, sewer, electric, natural gas, telephone, cable and Internet service to people?

The common theme to responses to this question was how services could keep up with growth without increasing costs and remaining affordable. One person suggested more privatization of services, but another said competition only benefits big business. Other responses were:

- Home businesses will need advanced cable connections for computers
- Water is in short supply, but we waste it
- Require recycling

Transportation

How do you want to get where you need to go?

The responses to this question were mixed. Six people wanted to continue using their personal cars, five favored public transportation and/or rail, and four suggested a wide range of alternative transportation modes including bicycles and telecommuting.

How do you want to pay for transportation?

Most participants stated they wanted to use taxes to pay for transportation. Some preferred a gas tax and others wanted a sales tax. User fees (fares for transit and toll roads) were also mentioned frequently. Two said they paid for transportation when they purchased their car.

Urban Features

Think about the community where you live. What do you like and dislike about it, and what would you change? Why?

Responses to this question were varied.

Things you like about your community:

- Diverse population and enjoyable activities
- Good people
- Wide streets
- Safety
- Strict sign ordinance is great
- Weather is great

Things you dislike about your community:

- Slow to upgrade and make changes
- Smell of pig, chicken and dairy farms
- Traffic
- Community/village features are being destroyed
- Blight
- Can't walk to services
- Homogeneity of production homes
- Get rid of alleys
- Neighbors don't take better care of their property
- Can't close the gate after I got here

Changes you would like to see:

- More police arrests for speed violations with heavy fines
- Disclosure to homeowners about commercial plans
- Less high-rise development
- Front yards with turf create more of a neighborhood
- Joint commitment to be multimodal

Implementation

What specific steps do you want to be taken over the next 25 years to make your dreams for the Valley a reality?

The suggestions for implementation mirror the responses to earlier questions. Slowing growth, better planning, more mass transit, and more open space were the specific steps identified by the respondents.

Subcommittee Reports
Thematic Groups

In 1998, the Valley Vision Committee formed thematic subcommittees on the topics of Culture, Economy, Education, Human Services, Natural Features, Public Safety/ Civic Infrastructure, Public Utilities/ Governance, Urban

By mid-1999, with completed reports in hand, the Valley Vision 2025 Steering Committee (comprised of the chairs of the thematic subcommittees) began the work of refining the goal statements so that they could be combined into a single vision for the Valley Vision Principles: People, Place, Prosperity and Partnerships.

Features and Transportation. The subcommittees — made up of committee members, field experts and interested citizens — developed reports that included definitions, background, vision goals and (in some cases) benchmarks and performance measures. The thematic subcommittee reports follow.

Cultural Subcommittee Report

Introduction

The Cultural Subcommittee was formed to develop a vision for the way we fund, promote, and present culture in the region. The subcommittee members include Dan Shilling (chair), Marcie Ellis, Pam Johnson, Paul Eppinger, Irene Aguirre, Bill Eider-Orley, Urban Giff, Tom Largo, and Terry Kennard. Over thirty other representatives from cultural organizations were involved in the discussions that led to this report.

Definitions

When we talk about "culture," we include the performing arts, such as theater and dance; the creative arts, such as paintings or sculptures at an art museum; the history and heritage of the region, which is usually documented in history museums, heritage centers, and archaeological sites; the literary community, including libraries; and other disciplines and approaches that capture and preserve the human condition, including our religious heritage and, to a certain extent, our education system. Because "culture" is really about who we are and what we do as a people, it must be expected that some of the attributes of our culture will intersect with other Vision 2025 subcommittee work.

Legitimacy

Culture is fundamentally important to the future of our region; it is not, as culture is so often characterized, a frill or a luxury, something tangential to the things that "really matter." Culture is fundamental because it is the principal area that defines who we are as a community and where we are going. If Vision 2025 is to succeed, it
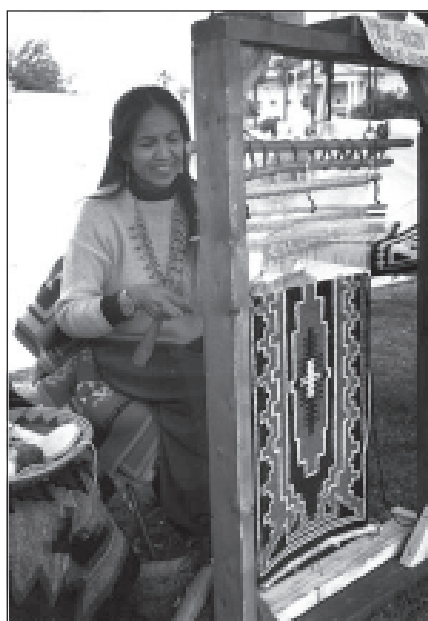
cannot ignore the history of where we have been; it also cannot neglect the fact that culture contributes significantly to an area's quality of life, and thus must be part of our collective discussion about the future. Also, for people who judge a region's value purely in economic terms, it must be noted that the cultural community is one of the Valley's largest employers, and culture complements the state's largest industry — tourism.

Quality of Life

By considering and preserving our past, through history museums and Native American heritage centers, we celebrate that which makes the Valley unique. Institutions such as libraries, theaters, and museums contribute greatly to our quality of life: they educate and enter-

tain, they help to explain our region's story, and they capture and reflect our character, as well as the character of other people and other times. In short, "culture" is the difference between a mere group of people and a "civilization." Roads and buildings are physical manifestations of a place; and as needed as they are, a great road does not a great civilization make, because a "civilization" is about people, and the genuine measure of people is found in their culture. When we think about great civilizations, in fact, what we remember most as their defining characteristics is their culture: literature, dance, painting, sculpture, philosophy, music, and religion. These are the elements that define a people, and these are the elements that must be enhanced if the Valley is to live up to its potential of a "great community."

Education

In addition to the "quality of life" issue, culture has a pragmatic educational end. By introducing children to art, literature, and history, for example, we teach them to think, value, appreciate, and discern. We teach them about other cultures, which can help

address problems between people of different backgrounds and experiences. The cultural approach may not always provide "answers" or measurable "proofs," not the way a dictionary or math class does. Cultural studies offer, instead, clues about or windows into the human condition, in all of its moral, religious, social, and emotional dimensions —the messy dimensions that writers, painters, and musicians are so good at clarifying (and complicating). In short, the cultural approach teaches us to think about and interact with everyday life, in a way a technical manual cannot.

Economic Development

Further, culture is important to our region's economic health. Cultural groups employ a significant number of people in the Valley, and they work with many other businesses, such as printers, office suppliers, architects, and the like. Institutions such as Ballet Arizona, Arizona Theater Company, The Heard Museum, Phoenix Art Museum, Phoenix Symphony, and Arizona Historical Society would be considered medium to large businesses if they were not nonprofits. Taken as an aggre-

gate, the cultural community is a multi-million dollar a year "business" in the Valley. Cultural tourism is also among the fastest growing segments of the travel industry, and given the Valley's unique heritage (its ancient Native American canal system, Hispanic influences, pioneer settlements, etc.), we should take advantage of this trend, because cultural tourists have been shown to stay longer and spend more than typical tourists. Also, many businesses and corporations consider a region's cultural and educational infrastructure before deciding to locate. This is also true of individuals, especially retirees with professional backgrounds. It is short-sighted to reduce funding for culture if, in the long run, the Valley is overlooked by businesses who rank quality of life as a priority.

Religion

The Valley is evolving into a more pluralistic society, which will determine the morals, ethics and values embraced by the region's residents in the future.

These core values are crucial to instilling understanding, respect and support among individuals, groups, neighbors and communities. These are the threads we weave to create the fabric that binds us not only as a community, but as humanity.

What We Vision

The 2025 Cultural Subcommittee envisions a Valley 25 years from now in which theaters, museums, and other agencies work collaboratively to develop a cohesive yet diverse cultural network that will result in:

a) economic stability for the cultural community;

b) access to cultural events for all people, regardless of their location or income;

c) employment and programming that reflects the changing nature of the Valley's population;

d) a better public understanding of the kinds of cultural events that are available; and

e) an enhanced appreciation among the public, business, and government sectors for how culture contributes to the region's quality of life and economic health.

We intend for the Valley to be as much of a cultural destination as it is a destination for people who enjoy golf, sunshine, and sports. Rather than the "cultural wasteland" talk common in Phoenix only a decade ago, the Valley will be known as a community defined by and celebrated for its culture. Images of the Valley (in the media, in tourism materials, in people's consciences) will no doubt continue to feature golf courses and swimming pools, but they will also include more Native American arts, Hispanic traditions, contemporary theater, archaeological wonders, Asian symbols, schools and universities, history festivals, classical music, and the like.

Current Status

The Valley's cultural community is strong and growing stronger; however, many hurdles still exist if the region is to take its place among the true cultural destinations of America. Funding is always a key issue: most people do not understand how much it costs to "do culture." Support for general operating expenses is almost totally non-existent, and the cultural community needs to do a better job of explaining how they contribute to the Valley's economy. In addition to funding, the committee is also concerned about:

a) accessibility to events;

b) providing a means for the public to distinguish between and among different levels of cultural offerings; and

c) providing a forum for cultural organizations to work together.

Anticipated Trends

There will probably need to be more collaboration between cultural groups—joint-use facilities, collective programming, and cultural incubators, to name a few. Cultural groups are also beginning to partner more with non-cultural organizations, such as social service groups.

Cultural groups are looking toward different forms of "earned income" to supplement budgets, rather than relying solely on ticket prices, philanthropy, and public funds (note that most museums, for example, have gift shops and eateries). Related to this, most cultural groups are becoming more business-like in their approaches to operations, financial matters, marketing, and programming.

Cultural groups need to work more with the media, and many are striving to change the "elite"

image that is often attached to their programs. Trends like cultural tourism are certainly helping the cultural community to legitimize its economic impact on cities and regions. As federal funding declines or, at best, remains flat, cultural groups are looking for new pots of public money, especially city and county budgets, which traditionally have not supported arts and culture to a great degree. Many cultural groups are expanding and altering their staffs, boards, and programming to reflect the Valley's changing demography.

Recommendations

The Cultural Subcommittee believes the quality of life, education of our children, and economic health of greater Phoenix are greatly enhanced by nourishing a strong cultural infrastructure. Consequently, the subcommittee supports most of the "trends" just noted, especially the idea of collaboration among cultural groups so that they can share ideas about competition, possible duplication of services, joint marketing, and the like. The subcommittee further recommends that the cultural community:

a) work with mass transit to provide drop-off points to cultural activities;

b) collaborate with the education system to support curricula and programs in art and humanities education;

c) encourage colleagues to develop more concrete examples of how museums, theaters, symphonies, and other groups benefit the Valley's economy, and work with the media to get this information distributed broadly;

d) lobby for more public funding for culture; and

e) encourage public and private grantmakers to provide support for general operations, as opposed to projects-only funding.

Implemented Actions

The subcommittee is still gathering responses from the Collaboratives, and this information will be woven into the present report. Once the report is completed, the subcommittee will make some specific recommendations about their vision for culture in 2025. Other subcommittees may be appointed, for instance, to:

a) develop a broader-based forum for cultural groups to share information;

b) work with the media to generate more exposure;

c) gather and produce information about the economic impact of culture in the Valley; and

d) identify alternative funding sources for culture.

Economy Subcommittee Report

Introduction

The Economy subcommittee was chaired by Tom Shipe and included committee members Betsey Bayless, Denise Meridith, David Radcliffe, Jack Sellers, Richard Stuart, Rick Weddle, and Richard Welp. Also included were Elliott Pollack, Elliott D. Pollack & Company; C. Diane Bishop, Arizona Department of Commerce; and Ernesto Salazar, Arizona Hispanic Chamber of Commerce.

The purpose of this report is to encourage discussion on the greater Phoenix/Valley economy. It is not a vision statement and will follow a different format than the other Valley Vision 2025 subcommittee reports. The report summarizes the current economic situation in the Valley, including strengths and challenges, followed by a section that highlights issues and suggestions for further research and discussion. It is based on existing data, reports, newspaper articles, municipal planning documents, input from subcommittee members, and other resources. It is not considered definitive nor exhaustive. Feedback and suggestions are encouraged.

Current Status: Strengths and Challenges

There is little doubt among economists, business leaders, public officials, and residents that the Valley's economy is booming. Job growth, small business development, housing permits, and office, retail and industrial occupancy rates are at some of the highest levels in decades, while the unemployment rate is one of the lowest in the nation. Yet there are holes in this rosy economic picture. Economic and geographic disparities, workforce skills, the education system, transportation issues, and quality of life are cited as growing concerns in the Valley.

Outlined below is a summary of these strengths and challenges.

Strengths

Businesses created more than 75,000 jobs in greater Phoenix during 1998 while the February 1999 unemployment rate is 2.8 percent, one of the lowest in the nation.[1] The service sector constitutes 31% of greater Phoenix jobs followed by trade at 24.9%; government at 12.5%; manufacturing at 11.9%; finance, insurance and real estate (FIRE) at 7.4%; and construction at 7.0%.[2]

In terms of population, an estimated 95,000 people moved to the area in 1998 — more than 250 people every day.[3] If population growth continues at this rate, Maricopa County's population is expected to double between 1995 and 2025.[4]

Despite challenges in the Asian and Latin American economies, trade remains strong. Greater Phoenix ranks 15th in exports among the nation's major metropolitan areas. Top international training partners include Mexico, Japan, the Netherlands, Malaysia, Canada, Taiwan, and the United Kingdom.[5]

The small business sector, those with less than 500 employees, is extremely strong, accounting for 93.5 percent of the net new jobs between 1992 and 1995.[6] High-tech manufacturing is also

strong and accounts for close to 47 percent of the total manufacturing jobs in Maricopa County, compared to the U.S. average of 14 percent. More than 50 percent of Arizona's total exports are high tech.[7]

In real estate, single-family housing permits in Maricopa County reached 31,500 in 1998 — the highest rate since 1975 — while multi-family permits were at a healthy 7,000. In 1997, office, retail, and industrial vacancy rates in Maricopa County were at some of the lowest levels in decades at 7.5%, 9.5%, and 7.0% respectively.[8]

Large private employers include nationally-recognized companies such as Motorola, Samaritan Health Systems, Wal-Mart, Allied Signal, Intel, American Express, Banc One Corp, Bank of America, Honeywell, U.S. West Communications, and many others. The State of Arizona, the City of Phoenix, Maricopa County, and the U.S. Postal Service are also major employers.[9]

In terms of other Valley economic resources, greater Phoenix is home to eight four-year colleges/ universities and an extensive network of 11 community col-

leges. Enrollment in these post-secondary education facilities in 1995 totaled more than 150,000.[10] The area is also one of only 11 metropolitan areas in the country with a team in each of the four main sports leagues.[11]

Challenges

Businesses in many industries face significant and growing challenges in attracting and retaining qualified employees at all levels. Many are adopting targeted and proactive attraction and retention methods or, in some cases, slowing business growth due to labor shortages. Also of concern, fifty-percent of the jobs in greater Phoenix are in the service sector, which traditionally have lower wages and few, if any, fringe benefits.[12]

There is some question as to whether the Valley is adequately preparing for the "New Economy," which is about "speed, quality, flexibility, knowledge, and networks." It also means applying these qualities and attributes to all sectors, from agriculture to business services to software.[13] Given the cyclical nature of the economy, others question whether the community is ready for, or even thinking about, the inevitable "bust."

In terms of disparities, many perceive that growth has been primarily concentrated in the east Valley and the north while areas such as the west Valley, south Phoenix, central city neighborhoods, and some areas with high concentrations of minorities have been left behind in the economic boom.

On quality of life issues, over three-quarters of those recently surveyed by the Arizona State University Morrison Institute believe the population is growing too fast. Eighty-seven percent rated the air quality as fair or poor. More than half believe that crime has gotten worse in recent years. Sixty percent believe racism is a problem in the community.[14] Listed below are additional economic disparity issues that have been raised recently in the Valley. However, some believe that additional information needs to be gathered and a comparison made with regions similar to the Valley. These include:

- Although wages are edging up, the greater Phoenix per capita income is $2,000 below the national average.[15]
- Close to one-quarter of Maricopa County residents are paying more than 30% of

their income on housing or are living in substandard/overcrowded conditions.[16]

- A growing number of adults have no health insurance coverage and thus have little access to health care beyond the emergency room.
- One-quarter of the region's children live in poverty.[17]

Issues and Suggestions for Further Discussion

The Valley's economic strengths are impressive. Yet the challenges are also great. The following issues and suggestions are certainly not exhaustive but will hopefully serve as a catalyst for further discussion.

Capitalize on Untapped Areas of Potential Economic Growth, including:
- Central Cities
- West Valley
- South Phoenix
- Other Untapped Communities

Diversify the Business and Employment Base by:
- Creating a more competitive business environment and encouraging growth in industries of the future
- Attracting a wider range of companies and industries that offer higher-end wages

and progressive benefit packages
- Continuing to support the small business sector, including home-based businesses, and strengthening their ability to create higher-wage jobs.

Develop Creative and Long-term Solutions to Workforce Issues by:
- Learning from successful workforce initiatives locally and nationally
- Bringing businesses, residents, community leaders and other resources to the table to plan and implement solutions
- Tapping into the unemployed, underemployed, older workers, disabled people, and other underutilized human resources
- Supporting the post-secondary school system and ensuring that it is preparing students with the skill sets needed to succeed in the new economy
- Invest in the education system's physical and human infrastructure by forming and strengthening long-term partnerships between business, schools, parents and other stakeholders
- Finding a creative solution to funding issues for public

school-infrastructure
- Increasing training opportunities and requirements for teachers
- Supporting and strengthening the charter-school system

Endnotes

1 Arizona Department of Economic Security
2 Ibid.
3 Ibid.
4 Arizona Town Hall, 1997
5 Ibid.
6 U.S. Small Business Administration
7 Elliott Pollack, Elliott Pollack and Company
8 Greater Phoenix Blue Chips
9 Seidman Research Institute, ASU
10 City of Phoenix, Community and Economic Development Department
11 Tom Rex, ASU
12 Arizona Department of Economic Security
13 The New Economy and Growth, Doug Henton and Kim Walesh
14 What Matters in Greater Phoenix, ASU Morrison Institute
15 Tom Rex, ASU
16 Arizona Department of Commerce
17 Morrison Institute for Public Policy, ASU

Education Subcommitte Report

Introduction

The Education subcommittee was formed to develop a vision for education in our region. The subcommittee included: Milton Glick (Chair), Merrill Harlan, Rona Johnson, Raymond Kellis, Billy Shields, Martin Shultz, Karen Udall, Marilyn Vesely, James Zaharis, Gail Hackett, and Diane McCarthy, ex officio member.

Definition

Although there are a wide array of educational issues throughout an individual's lifespan, the subcommittee chose to focus primarily on what we perceived to be the core education issues related to K-12 education.

Legitimacy

Education is the cornerstone of a region's success and is a basic public responsibility; an informed citizenry and a region's economic welfare have historically been closely tied to the quality of the educational system. Education is becoming even more vital to our region's economic well-being in the increasingly service-centered information age, where the best paying jobs require higher levels of education than ever before. Effective civic involvement requires ever-higher levels of basic competencies of all citizens in the current information-rich environment. And education is consistently ranked as a top concern of the citizens of Phoenix, with more than 25% of Greater Phoenix residents stating that education is the most important factor in our regional quality of life in a recent Morrison Institute report.

What We Vision

By 2025, we envision that all children in our region will have access to high quality, safe, adequately funded K-12 schools staffed by highly qualified teachers. More specifically, the state will be consistently ranked in the top third tier of states, according to major indicators of academic and educational excellence such as student achievement, school climate, resources, standards, graduation rates, and college continuation rates.

The publicly supported institutions of higher education in the region will likewise provide high quality education and training to the region's adolescents and adults; will be acknowledged nationally as among the top tier of institutions of their kind; and will be fully supported in their educational mission.

Current Status

Academic Indicators

Arizona is not performing well, compared to other states and regions, on important indicators of excellence in education.

- Arizona reading, math, and science scores in the 4th and 8th grades are in the bottom quartile on the National Assessment of Educational Progress (NAEP)
- High school graduation rates remain too low (44th among the 50 states; 81% in Maricopa county). Nationally, Arizona has the highest percentage of teens who become high school dropouts (50th among states according to Kids Count, 1998)

- College continuation rates rank low in comparison to other states (45th); chance for college by age 19 is 40% nationally, 28% in Arizona (48th).

Standards and Assessment

The state is receiving fairly good marks on state standards for achievement, but state assessment procedures remain under scrutiny.

- Arizona has adopted standards in core subject areas; schools need to implement the standards
- Number of high stakes tests and school time devoted to testing is high in Arizona compared to other states
- High stakes tests linked to promotion and graduation

may have unintended consequences that are detrimental to students' educational progress

Teacher Quality

A key factor in improving education is the quality of teachers. Without competent, dedicated teachers, all other reform and improvement efforts will fail.

- Arizona has recently instituted new professional tests for teachers; however, the validity of those tests has not yet been established
- New certification standards demonstrate promise in raising teacher quality
- Higher Education institutions are spearheading efforts to support National Board

Certification for teachers, but local and state incentives for pursuing National Board Certification are few

- A proposal by the Governor, if implemented, would support ongoing professional development for teachers
- State does not require or fund induction programs for new teachers
- Almost 10% of the teachers in the public schools are inadequately licensed;

Social Context

Arizona faces a complex set of social problems that profoundly influence our educational system and, ultimately, student achievement.

Comparisons with states in the Northeast or Midwest can be misleading. It is far more appropriate to compare Arizona to states with similar demographic profiles and social problems. Furthermore, without an understanding of the social context of our educational problems, we will not be able to properly identify some of the most direct and potent causes of the unacceptably low achievement levels of some of our state and region's children.

- 25% of Arizona's children live in poverty; the poorest students are at greatest risk
- Phoenix has 37% of the state's children
- 43.4% are minority students
- A high percentage are non-English speakers or speak English as a second language; the term "bilingual education" is used to refer to a hodgepodge of programs, most of which are not true bilingual education programs (e.g., ESL classes), many of which are staffed by unqualified instructors
- 9.7 % of students have disabilities
- Urban schools tend to be larger, have higher truancy rates, and less involvement from parents

- Urban students are far less likely to graduate on time than non-urban students
- Urban teachers are far more likely to report violence as a problem in schools
- High student mobility across and within school districts coupled with the lack of a statewide student information system cause problems in coordination across school districts, disruptions to student learning, and difficulties in tracking student progress and enrollment
- School districts with students from predominantly middle and upper middle class backgrounds are generally doing quite well on all achievement and graduation indicators

Resources

The complex set of social problems that confront our state and our region demonstrate the need fo adequate resources to address the appropriate problems.. Money is clearly not "the" solution; however, inadequate funding levels for vital resources and services will severely limit the possibilities for educational improvement in our region. Out state does not have a good track record of caring for children or

schools, and some aspects of our present patterns exacerbate the already serious problems we face.

- Arizona has consistently received very low grades for the adequacy of its funding for education from the "Quality Counts Education Report Card" published yearly by Education Week. Recently Arizona received an "F" for adequacy of resources; the average per-pupil expenditure in Arizona is among the lowest in the nation
- Arizona compares poorly to many states with similar demographic profiles
- Class sizes in Arizona have been rising
- Only 6 % of Arizona students are in elementary schools with less than 350 students
- Only 16% of Arizona students are in high schools of 900 or fewer students
- Funding equity for capital expenses has been addressed at the state level; however, the availability of operating funds remains inequitable across school districts
- Arizona has a very large number of school districts, many quite small, which cause serious student tracking and curricular coordination problems

- Arizona's per-student investment in higher education is low compared to other states
- Arizona has more charter schools than any other state, and concerns have arisen over the quality and level of oversight provided by the state

Recommendations

- Ensure adequate and equitable funding for all aspects of K-12 public education
- Work on school district consolidation and/or other means to improve coordination of curriculum, better tracking of student progress, and allow for the pooling resources to create economies of scale across districts
- Set clear, high expectations for all students while at the same time providing levels of support adequate to ensure success
- Devise accountability system based on good information; reduce overall level of testing in Arizona schools
- Implement programs with documented effectiveness, such as dual-language bilingual education; and staff those programs with qualified bilingual teachers

- Enhance efforts to improve teacher quality by ensuring better pay and working conditions for teachers to attract and retain the best and the brightest
- Support teacher professionalization via avenues such as National Board Certification. Retain of good teachers through teacher induction programs and high quality professional development
- Think small: Reduce class sizes economically and effectively by making use of peer and cross-age tutoring or otherwise increasing time spent in small group and one-on-one learning activities. Reduce school sizes to reasonable levels to enhance sense of community, involvement, and mutual responsibility
- Implement and support bilingual education programs documented to be effective
- Focus on improving parental and community involvement in the schools
- Provide a physical environment conducive to learning for all students

Human Services Subcommittee Report

Introduction

The Human Services subcommittee was chaired by Rich Nolan and included committee members George Dean, Adolfo Gamez, Guy Mikkelsen, and Kay O'Connor. Also included were Steve Capobres, Department of Commerce; Dr. Betty Gale, ASU College of Nursing; Theresa Grates, Arizona Coalition Against Domestic Violence; Deborah Kahan, Tempe Community Action Agency; Jeff Taylor, Salvation Army; and David Yniguez, Local Initiatives Support Corporation.

Our region attracts people from around the nation who are drawn to Maricopa County because of its vibrant economy and wonderful climate. The foundation of our region is the people who choose to make it their home. The Valley's economic opportunities, housing options, health care resources and human services infrastructure contribute to the vitality of the region and ensure that all of our citizens share in its outstanding quality of life. The viability of our area in the future depends on:

- the types of communities we create and sustain;
- the way in which we assist our employers and employees to prosper in the rapidly changing economic environment;
- how we develop options for affordable, safe and decent housing across the Valley;
- the way we protect and address the health needs of our citizens; and
- the manner in which we support our children and families, elderly residents and those with disabilities.

The continued economic prosperity of our region depends on the support we provide the very real needs of our residents and the manner in which we plan for and provide for the basic elements which will sustain and support them.

What We Vision

In 2025, we envision that Valley residents of all ages, races, ethnic backgrounds, abilities, cultures and economic classes enjoy a region where stable and nurturing families are fully employed at a livable wage; maintain a healthy lifestyle; live in affordable housing in safe, desirable neighborhoods; and have access to assistance when needed.

Current Status

To achieve our vision, we must address the current status of economic self-sufficiency, housing, health and human services in

our region today. The indicators of current status are troublesome.

Income, Poverty and Employment

In 1999, one of every eight County residents was estimated to be living in poverty. Children are the poorest segment of our population, with approximately 28% of Arizona's children living below the federal poverty level. Approximately 10.41% of the County's population is in poverty, with extremely high levels in Guadalupe, El Mirage, Gila Bend, Surprise, Avondale and parts of Phoenix. A new study of Hispanic families indicates that a great proportion of them (30%) are in full time jobs, yet live below the federal poverty level, as compared with 10% of non-Hispanic white families. More than half of Arizona's employees were in low wage jobs in 1997.

Housing

There is a decreasing amount of affordable housing in Maricopa County, where home values are increasing at twice the rate of per capita income. Incomes rose an average of 4.3% annually, while housing prices rose an average of 8% each year. Home ownership rates in the Valley fell from 69.5% to 65.5% between 1994 and 1997, in spite of low interest rates.

The same patterns occur in rental housing and apartments, with rents rising faster then incomes. An estimated 276,000 households in Maricopa County are identified as having a housing problem, with 250,000 paying more than 30% of their income, and 113,000 paying more than 50% of income for housing. There are an estimated 10,000-12,000 homeless people in Maricopa County, needing emergency and transitional housing. A significant portion of homeless citizens are men-tally disabled individuals who need housing with supportive services.

Health

The current health care system is:
- often fragmented and mostly inaccessible to our vulnerable populations;
- driven by cost and technol-ogy rather than by humane values; disease-driven, rather than oriented toward health promotion and
- disease-prevention oriented.

An estimated 616,486 adults and children were uninsured in 1995; Arizona has the eighth highest number of uninsured children in the nation. Another 200,000 children live in families who are under-insured, where insurance does not cover all medical needs or where dependent coverage or co-payments preclude accessing needed medical services.

National statistics report that health insurance coverage is provided to employees by 94% of businesses who have over 50 employees and by 42% of businesses with fewer than 50 employees. 63% of the Valley's adults are in need of dental services. There are limited services available to those with substance abuse problems and to those with a dual diagnosis of substance abuse/mental illness. An increasing number of deaths in the United States are attributed to lack of physical exercise; 20% of teens and 33% of adults are overweight.

Approximately 20% of young people are affected by mental health problems at any given time; two-thirds of these young people are not getting the help they need. Health screenings conducted during the admission of youth to juvenile corrections facilities in 1994 found that 73% of juveniles reported having a mental health problem, with 57% reporting prior hospitalization or treatment. Suicide is the 8th leading cause for death in this country, and the third leading cause for young people between the ages of 15 to 24. Alcoholism afflicts 10 million adults and 3 million children,

while an estimated 12.5 million Americans are addicted to other drugs. Arizona's infant mortality rate is 7.6 deaths per 1000 live births. Low birth weight, often a predictor of future health or developmental problems, is 7.5% of all births, a slight increase over the previous year. Life expectancy at age 65 is an additional 17.5 years.

Human Services

Maricopa County is one of the fastest-growing regions in the nation with thousands of people moving in out each year. These people may not have a family support system here to assist them in times of need. Arizona ranks 46th in the nation in terms of child well-being. Arizona's indicators trended down as more children were low birth-weight babies, more teens had babies, more teens were not attending school and not working, more children were in poverty, and more households were headed by a single parent.

Welfare reform has resulted in a drop in the number of people receiving cash assistance and an increase in the number of people seeking emergency assistance from food banks. Food banks distributed 62

million pounds of food last year; 75,000 people sought emergency food from food banks for the first time in 1996.

Violence is pervasive
Child Protective Services received 21,267 calls in FY1997; 24,438 juveniles were referred to the Juvenile Court in 1996, and domestic violence shelters served 2,721 women and children in FY1997-1998, while turning away almost 14,397. Elderly persons in Maricopa County are living longer and are healthier. However, as their age increases, so does their need for assistance to remain independent. Services such as home-delivered meals, adult day care, and home care provide limited assistance in daily living activities to allow elderly people to remain outside nursing home placement. Waiting lists exist for these services.

Trends

Demographic changes in the next twenty-five years will impact the human services area. Our region continues to grow at a rapid rate, with a population of approximately 4.9 million people anticipated in 2025. The 76 million baby-boomers born between 1946 and 1964 are

skewing the proportion of adults in the general population. By the year 2025, approximately 21% of the population in Maricopa County will be over the age of 65 as compared with 16.1% today. Of the elderly population, those over age 85 are the fastest growing segment.

A second significant demographic trend is the increasing number of Hispanics in the population. Based on birth rate trends, by the year 2025 it is estimated that one-third of our state's population will be Hispanic.

**Economic Well-Being/
Job Preparedness**
Lower wage jobs will comprise the bulk of newly created jobs in Arizona over the next decade. Job security resulting from one job, one employer, one skill set and an earned pension is being replaced by multiple employers, changing job structures, and skill sets that are under constant change.

Increasing trends in temporary hiring makes it difficult for individuals to benefit from health insurance, education assistance, retirement and job stability. Hispanic families are more likely to work full time in

lower paying jobs, earning 65% of the income of non-Hispanic white families. 28% of Hispanic working families were poor in 1990, as compared with 10% of non-Hispanic families. In addition, the school drop-out rate was twice as high, and teen pregnancy rates are higher. Given the increased birth rate, and without any educational or skill building changes, the income disparity between Hispanic families and non-Hispanic families will increase.

Current cash assistance recipients are being placed in jobs which pay approximately $6.40 per hour. A family of three at this income level is below the federal poverty level. If advanced education and training is not made available to these individuals, they will be unable to become and remain self-sufficient at that wage level.

With increasing number of elderly persons living longer, their retirement income may be insufficient to provide for their needs. The ability of Social Security to provide benefits to the increased number of elderly persons is uncertain. There will be two workers for every Social Security recipient by 2025, creating a

tremendous burden to provide financially for health and income needs of the senior citizens.

Computer and technology advancements in the workplace have radically altered both the nature and the skills demanded of even the most traditional "blue collar" job.

Housing
If current trends continue, home values will continue to rise at a rate twice the rate of rise in income. Home ownership will continue to fall. More Arizonans are living in multifamily housing, townhouses, condos and mobile homes. Market rate rent for a two-bedroom apartment in the metropolitan region is $634; necessitating an income of over $25,000 per year or $12 per hour. Most of the low income people being placed in service sector jobs are paid about $6.50 per hour. There is limited construction of lower priced housing. Housing types may change as the increasing numbers of elderly people choose smaller houses that may need adaptations or accommodations for reduced mobility.

Health

Implementation of the Kids Care Program will provide health insurance to children of the working poor. Children are spending less time in physical activity as school programs eliminate physical education.

The lack of adequate behavioral health services contributes to neighborhood instability as those people with mental health and substance abuse issues lose their housing and become part of the homeless population. Medical advances improve chances for longer lives and saves lives of those fragile infants who may not have survived in the past. For these infants, there are high medical costs and potential lifelong developmental and medical complications.

Obesity is increasing among children, adolescents and adults. Teen birth rates between 1991 and 1996 dropped 12%. Recent health studies show more women receiving prenatal care, fewer pregnant women smoking and a decline in out-of-wedlock births (especially for unmarried African American young women whose rate of out-of-wedlock births dropped 18% since 1991).

The number of Americans with high levels of lead in their blood has dropped 78%. Deaths from HIV/AIDS declined 47% between 1996-1997. Declining death rates are reported for heart disease, cancer and firearm-related mortality. The Department of Health and Human Services reports that for almost all health indicators, increases in education and income increase the likelihood of being in good health.

Human Services

Arizona ranks 46th in the way it serves children. Its highest ranking was 37th in 1993-1994. Without major public policy changes, it does not appear that Arizona will change appreciably in its ranking. Factors included in this ranking are child poverty, percent of low birthweight babies, infant mortality, high school dropout rates, the number of single parent families, and juvenile violent crime arrest rates.

Maricopa County's indicators trended down for four indicators: number of children receiving school lunch approvals, children killed by guns, births to teens and number of children in foster care. Maricopa County's trends are up for four indicators: school

drop-outs, juvenile arrests, juvenile arrests for violent crimes, and commitments to Juvenile Corrections facilities.

The implementation of welfare reform has resulted in placing cash assistance recipients in jobs which pay a low wage. Unless adequate job training and educational benefits are available to assist these individuals to move up the career ladder, the need for a safety net in the community to assist with emergency needs will be critical.

Requests to community-based agencies for assistance with food, utilities and rent are increasing, especially from those who are losing their cash assistance benefits. If the economy declines, more cash assistance clients will be unable to meet their federal and state requirements, will lose their cash assistance and look to community-based agencies for their basic needs.

Service delivery modifications may result in a more efficient system to provide services. Many of the human service programs formerly administered by the State are being contracted to private non-profit and for-profit vendors.

Recommendations

Building a strong community requires strong human assets. Helping our residents obtain needed skills and abilities is a worthy investment in our future. Today's children are the employees, voters, elected officials, and neighbors of our Valley in the year 2025. In a report prepared by the Morrison Institute for the Valley of the Sun United Way, the value of our children is summarized this way: "In the long run, the vitality of any society and its prospects for the future depend on the quality of its youth — on their knowledge and skill, their health and vigor, and the decency of their human relations."

The Human Services Subcommittee divides its recommendations into four subject areas: economic well-being/job preparedness; health; housing; and human services. The recommendations are listed by topic area.

Economic Well-Being and Job Preparedness:

What We Vision

We envision that in 2025 our employment sector provides opportunities for employment, career transitions and economic well-being, with on-going opportunities to learn and upgrade needed skills. A wide range of daily transportation options is available, serving all parts of the Valley in a timely fashion to assist our Valley's residents and visitors to access employment, services, social and recreational opportunities.

We envision that we will provide quality, affordable child care ensuring that children are placed in developmental settings while parents are in training or employed. Such are is crucial in light of documented research, which emphasizes that the quality of care a child receives during the first three years of life significantly influences the child's future success or failure. Studies show that community efforts to promote healthy parenting and family stability before a child starts school are successful in increasing family earnings and improving economic self-sufficiency.

Our recommendations for achieving this vision include:

- Continue to emphasize tax credits for employed families with children at home (such as the Earned Income Tax Credit) which generates more disposable income for such families.

- Provide a comprehensive, easily-accessible job training and job placement system that responds to workforce needs; provides adequate and appropriate training and assistance to enable individuals to secure quality jobs; and helps people transition in and out of the workforce.

- Provide opportunities for employees to continuously build their own value in the market and acquire needed skills.

- Continue to implement work-based skills learning in the classrooms to support economic mobility after high school.

- Continue efforts to reduce drop-out rates. Incorporate financial planning skills in youth curriculum to enable them to make effective financial decisions as adults.

- Implement pre-retirement planning at or around the ages of 40-45 to enhance opportunities for retirement planning. Life expectancy increases will make it necessary for future workers to sustain their quality of life and economic stability for longer periods of time.

- Expand supportive services provided by employers to help workers deal with barriers impacting job retention, including child care, health care and transportation. Increase opportunities for work and for supported employment to all residents with special needs who are capable of work.

Housing

What We Vision

In our vision, our region provides a wide range of safe, decent and affordable rental housing and home ownership options. Supportive housing is available for those who need assistance to remain independent. These housing options will strengthen neighborhoods, promote community partnerships and enhance resources.

Our recommendations for achieving this vision include:

- Bring together all levels of government, private sector, civic and non-profit groups, neighborhoods, and the faith community to develop the political will needed to achieve the vision.
- Promote a comprehensive, integrated approach to housing development and neighborhood revitalization.
- Develop and implement housing policies that remove barriers and are conducive to the creation and retention of an adequate, affordable housing supply.
- Increase the number of housing units matched to people's needs through new construction and rehabilitation.
- Increase resources available to adequately support the development and operation of affordable housing.
- Increase the capacity and coordinate the expertise and resources of existing neighborhoods, for-profit and non-profit organizations.
- Increase the rate of home ownership.
- Increase and link services with housing for special needs populations.

Health

What We Vision

In our envisioned future, people in Maricopa County have adequate health care benefits and avail themselves of preventive means of reducing illness in order to remain healthy over a lifetime. For those with alcohol and mental health problems or chronic health conditions, a variety of effective services assist people in remaining independent and integrated into the community. We see the development of a strong public health infrastructure, which will assist communities in assessment, assurance, and policy development.

This infrastructure will support collaborative work with medicine in sharing agreements and joint surveillance efforts. These efforts will promote better population-based health outcomes for communities. We envision the establishment of a Community-Oriented Primary Care Health System in which practitioners participate with the community to:

- work collaboratively to identify, characterize, and prioritize a community's health problems;
- solicit low-cost or voluntary community assistance in designing, creating, implementing, and evaluating interventions; and,
- quantifying and communicating savings in terms of better health outcomes and lower costs.

Our recommendations for achieving this vision include:

- Promote wellness and maintenance programs to prevent disease.
- Utilize community health centers, physicians offices and managed care organizations to distribute information about the benefit of these prevention methods.
- Provide a continuum of community-based health care services to allow persons to remain in their homes with varying degrees of assistance, such as home delivered meals, help with dressing/bathing, etc., and transportation assistance.
- Continue education programs regarding the value of prenatal care, teen pregnancy prevention, and impacts of alcohol and drugs on fetal development.
- Continue research into antiretroviral therapies and education regarding the transmission of HIV/AIDS. Provide the opportunity for prevention and early intervention services to people who are unable to access community-based services.
- Increase the proportion of the population that has access to public health infor-

mation and surveillance data.
- Develop a set of model statutes related to essential public health services and increase the proportion of jurisdictions that adopt those statutes.
- Establish and implement an ongoing system that facilitates greater collaboration and cooperation between those public and private agencies that are conducting prevention research; and ensures community input and participation in research efforts.
- Increase the number of state and local public health agencies that use summary measures of population for public health.

Human Services

What We Vision
In our future, the region's seamless human services system provides an effective method of helping people to resolve their immediate crises, deal with long term issues and remain contributing members of the community.

Our families are safe, stable and nurturing, allowing children to develop in positive ways and to learn the academic and social skills necessary to be successful

adults. Our residents with disabilities are independent and contributing members of our community. Our large numbers of elderly residents remain healthy and independent, with a variety of employment and volunteer opportunities which capitalize on their wisdom and experience.

Our recommendations for achieving this vision include:

- Develop a "user-friendly" support service system which integrates many different types of services into a neighborhood-based, computer linked location. This system will enable children and families to access the types of assistance they need at convenient times, days and locations.
- Ensure that a region wide safety net is available for those who need crisis assistance to meet their basic needs and remain safe.
- Implement the 13 strategies developed by the Violence Prevention Initiative which focus on methods to make our Valley safer. The five major groupings are: fill gap periods in school-age supervision and activity; strengthen youth support systems; strengthen parental

support systems; guarantee "right start" services to all preschool children; and strengthen neighborhood assets and protective factors.

- Ensure that child care, transportation and health care and other support services are available to cash assistance clients to enable them to meet federal and state welfare reform requirements.

- Ensure that these clients are placed in jobs with adequate wages and an opportunity for advanced education and training.

- Implement the MAG Domestic Violence Plan recommendations to prevent domestic violence, assist victims appropriately, and to hold batterers accountable.

- Capture the strengths of knowledge and experience of the increased number of elderly persons by creating and supporting opportunities to work, volunteer, mentor and remain as independent as possible.

- Enable people with disabilities to be actively involved in our community by implementing supportive services in the workplace, and provide transportation options, housing choices and recreational opportunities.

- Develop a Valleywide integrated transportation system which serves the general population as well as human service agency clients, those who are frail, elderly, or who have disabilities.

Goals and Measurements

Economic Self-Sufficiency
Goals
There are a range of employment opportunities which provide economic well-being, and which include on-going opportunities for career transition and for learning and upgrading needed skills.

Measurements
- Number of new jobs created and average wages
- Availability of quality, affordable child care
- Per capita real income
Poverty rate for children, adults, and elderly persons
- Percentage of high school dropouts
- Average unemployment rate

Health
Goals
Adequate health care education, prevention and treatment is available to all of our region's people.
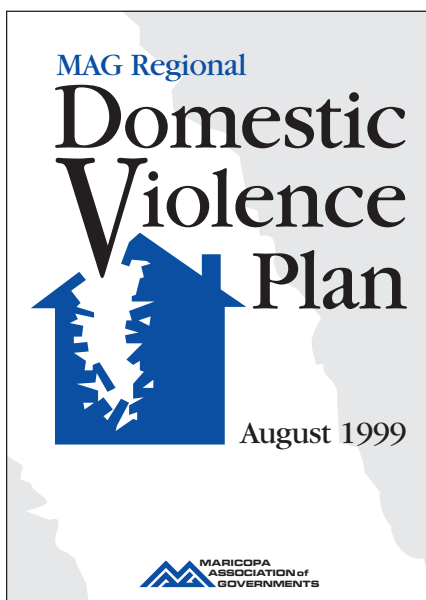
Measurements
- Number of persons without health insurance
- Number of babies born with low birth weight
- Percentage of pregnant women receiving pre-natal care beginning in the first trimester
- Number of births to teens
- Number of deaths from violence
- Number of persons completing residential programs and out-patient programs for substance abuse
- Incidence of property crimes (surrogate measurement for drug abuse as property

crimes are generally commit-ted to fund purchase of substances)

- Number of traffic accidents related to alcohol
- Percentage of families with a member who have a disabil-ity who request and receive in-home support
- Percentage of residents seeking long-term care who access it
- Percentage of residents with access to public or private treatment for mental or emotional problems

Housing
Goal
Safe affordable housing is available regionwide to all people.

Measurements
- Percent of low and moderate income people who spend more than 30% of their income for rent and utilities
- Percent of low and moderate income people who spend over 30% of their income on mortgage and utilities
- Percent of building permits for affordable housing units as compared with all housing permits (note: affordable is defined as under $90,000)
- Average fair market rate rent

- Average cost of new and existing single family homes
- Home ownership rate
- Number of homeless indi-viduals and families

Human Services
Goals
Our region's user-friendly human services system provides effec-tive methods of helping people to resolve their immediate crises, deal with long term issues and to remain contributing members of the community. Our children and families are safe, stable and nurturing; our residents with disabilities remain independent and contributing members of our community and our increas-ing number of elderly citizens are active and independent.

Measurements
- Requests for emergency food, utility and rent assistance
- Number of child and elderly abuse reports
- Number of juvenile crime reports
- Number of domestic violence reports
- Percentage of population receiving food stamps
- Average length of time children are in foster care before permanent placement

Natural Features and Open Space Subcommittee Report

Introduction

The Natural Features subcommittee was formed to develop a vision to protect the natural features and resources of our region, while allowing for quality future development and growth where appropriate. The active subcommittee members were:

Arnott Duncan, owner, Duncan Family Farms; Russ Haughey, Habitat Program Manager, Arizona Game and Fish; Steven Urie, Greater Agricultural Land Alliance, Gilbert Redevelopment Commission; Steve Sossaman, owner, Sossaman Farms; Carla, Executive Director, McDowell Sonoran Land Trust; Monica Pastor, Agricultural Literacy Coordinator, University of Arizona Extension Services Land Exchange Team. Sylvester Coleman and Judith Tunell were also included members. The subcommittee was formed in April 1998.

The main focus of the Natural Features subcommittee is open space preservation. Open space preservation was ranked third among all regional issues by the *Valley Vision 2025* committee. Open space was then placed into the Urban Features thematic category, while Natural Features became the title for the thematic category that included the following environmental issues:

- air quality
- wildlife habitat
- preservation
- noise pollution
- environmental resources
- geology
- water quality
- vegetation

However, the Urban Features and Natural Features subcommittees discussed the degree to which open space fits the Urban Features category. The general agreement was established that open space —in land areas from large to small—is a desirable component within the urbanized Valley's land use pattern. Through Natural Features, open space essentially provides the natural framework around which appropriate development can occur. Therefore, open space is an essential part of the urban fabric. There are also distinctly different considerations for the acquisition and management of open space than for most types of urban land use. The two committees concluded that open space issues should be placed with the Natural Features committee and, in fact, remain its main focus.

The Natural Features subcommittee began its visioning process by performing research across the United States on various organizations and their conservation tools, in order to gain a broader understanding of the many facets of open space preservation. By studying a variety of groups and methods, the subcommittee was better able to assess what types of conservation tools would work in the Valley.

The subcommittee concluded from its study that different types of open space require various tools for conservation. Preservation of agricultural

lands occurs differently than preservation of recreational open space. Protection of environmentally sensitive lands, such as watersheds and floodplains, present special challenges that usually require a combination of regulatory approaches with public and private financial support. The pros and cons of various techniques and collaborations should be considered in order to devise an open space conservation plan based on a shared vision of the region's long-term land use needs and economic conditions.

What We Vision

The Natural Features subcommittee envisions that the region, in 2025, will include urban and rural areas — as well as open space preserves — with public access for appropriate recreational purposes. Open space preservation should be thought of as a key part of future development and planning in order to improve the quality of life within the region. The subcommittee strives to balance growth within the region while preserving open space and physical characteristics unique to the desert. *The MAG Desert Spaces* plan is supported by the subcommittee as a good base line

for natural features preservation. An overall goal of the subcommittee is to identify a regional system of integrated open space and to outline various strategies for the establishment and management of the system. The subcommittee emphasizes:

- Conservation and preservation of important natural and cultural resources
- Further regional goals of economic sustainability and quality of life, with a specific focus on open space and agricultural preservation
- Identification of compatible land use development with areas of conserved open space
- Promoting the importance of agricultural land both in terms of its open space and economic value
- Promoting the need for retrofitting developed urban parks

MAG Desert Spaces Plan

The Natural Features subcommittee has decided to expand the definition of open space to include farmland preservation for the future of our region. There are many reasons to save farmland. With 945 million acres in production, agriculture is the nation's dominant land use, but approximately 1 million acres of agricultural land are removed from production each year. We need high quality farmland to grow food and fiber and to support the world's most productive food and farming system.

Agriculture is crucial to our balance of trade. It also supports local economic stability. Privately owned open lands generate more in tax revenues than they require back in municipal services. Pastoral landscapes attract tourists and define the historic character of the local community. Agriculture contributes to state economies directly through jobs, sales and support services, and by supplying lucrative secondary markets such as food processing. Saving farmland is an investment in community infrastructure.
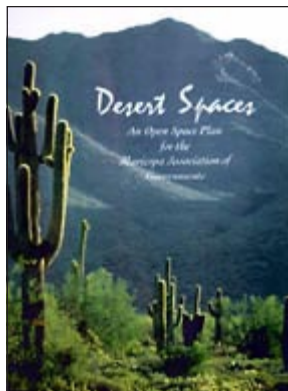
Definitions

When Natural Features are discussed in the Valley, several specific categories of environmental quality concerns and natural resources are included. Early in our investigation we decided that our focus would be open space preservation. Open space preservation directly addresses issues such as loss of farmland, preservation of wildlife habitat, urban green spaces, desert and forest conservation, and environmental issues concerning land use development in our region.

Around the Valley, communities are recognizing that conservation of open space not only improves quality of life, but also can benefit their economies. At the edge of rapidly growing cities, like the cities in the Valley, protected farmland and Sonoran Desert are stemming suburban sprawl. They are encouraging more compact development, thus decreasing the public costs of road and sewer construction. In inner cities, park renovations are sparking redevelopment and enhancing the value of adjacent neighborhoods. Conservation easements on farmland are helping to preserve the economic backbones of many
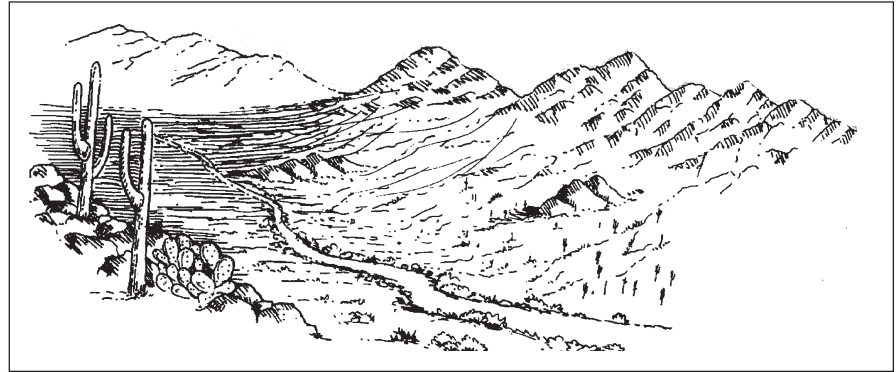
traditional local economies. And wilderness areas are attracting hikers and other nature tourists who spend money in local communities. Numerous hospitality surveys in the Valley have shown that our scenic beauty is our number one attraction.

Desert Spaces Plan

The MAG *Desert Spaces Plan* is supported by the Natural Features subcommittee. The *Desert Spaces Plan* represents a good framework for the interests of the subcommittee in terms of recreational and biological open space preservation, and is a good basis for natural land preservation. The Executive Summary includes definitions specific to Desert Spaces and the types of open space emphasized for conservation.

Communities can protect open space in three basic ways, which are often used in combination.

First, land can be preserved through regulatory measures, such as agricultural zoning, conservation zoning, impact fees, and dedications of land. Growth management policies have proven useful in numerous communities experiencing rapid development, but are limited in protecting very large areas.

Secondly, localities and states can acquire land outright or provide funding to maintain open spaces through bond issues, sales taxes, real estate transfer taxes, special districts, special assessment areas, and business improvement districts.

A third approach is the use of conservation easements to protect land while keeping it in the hands of private owners, a popular and practical method of preserving open space that is championed by both landowners and environmental groups.

Some working definitions of various types of conservation tools are given below. Formulas for conservation can be extremely simple, using only one tool at a time, or more complex, with different combinations of tools being used to achieve the desired result. Many of the tools described below can be used for any type of open space land to be preserved; some, however, are only used for agricultural land preservation.

Conservation Easement

A conservation easement is a legal document that restricts the uses of a property; the landowner sells or donates development rights to a piece of land by placing a conservation easement on it. The conservation easement is the most widely used land protection tool available to landowners. Donating a conservation easement protects the land permanently, yet keeps it in private ownership. Easements are flexible and easily tailored to meet a landowner's needs.

Agricultural District Laws (16 states)

Agricultural district laws allow farmers to form special areas where commercial agriculture is encouraged and protected.

Programs are authorized by state legislatures and implemented at the local level. In most states with agricultural district programs, farmers who wish to form a district apply directly to their local governments. Local governments review and approve applications, which are then sent to the state for final approval. In some states, local governments must develop plans to protect agriculture and farmland before farmers may apply to create agricultural districts. These laws are set up specifically to target agricultural land preservation.

Executive Orders

Executive orders can be used for almost any type of land conservation and preservation, including forest preservation and preservation of historical sites. Executive orders are rare occurrences that have taken place in about 10 states in the U.S. More often than not, executive orders are issues for farmland that is especially threatened by sprawl or has unique soil value.

Governors have issued executive orders that document the importance of agriculture and farmland to their states' economy, environment and culture. Some

executive orders direct state agencies to withhold funding from projects that would result in farmland conversion. Others have created task forces to investigate farmland conversion. State executive orders have the potential to build public and institutional support for other farmland protection programs. By restricting the use of state funds for projects that would result in the loss of agricultural land, executive orders also can influence the actions of local governments. To the extent that they call attention to the problem of farmland conversion and facilitate discussion about solutions, executive orders can serve as a building block for a comprehensive farmland protection program.

State Growth Management Laws

Growth management laws are designed to control the timing and phasing of urban growth and to determine the types of land use that will be permitted at the local and regional levels. Growth management laws take a comprehensive approach to regulating the pattern and rate of development, and set policies to ensure that most new construction is concentrated within designated urban growth areas

or boundaries (UGBs). They direct local governments to identify lands with high resource value and protect them from development. State growth management laws target all of the various open space categories, including farmland. However, these laws usually target wilderness areas and areas that have special biological resources that should be preserved.

Purchase of Agricultural Conservation Easement Programs (14 states)

Purchase of Agricultural Conservation Easement (PACE) programs pay farmers to protect their land from development. PACE is known by a variety of other terms, the most common being purchase of development rights. Landowners sell agricultural conservation easements to a government agency or private conservation organization. The agency or organization usually pays them the difference between the value of the land for agriculture and the value of the land for its "highest and best use," which is generally residential or commercial development. Easement value is most often determined by professional appraisals, but may also be

established through the use of a numerical scoring system which evaluates the suitability for agriculture of a piece of property. PACE programs allow farmers to cash in a fair percentage of the equity in their land, thus creating a financially competitive alternative to selling land for non-agricultural uses.

Right-to-Farm Laws (50 states)

State right-to-farm laws are intended to protect farmers and ranchers from nuisance lawsuits. Some statutes protect farms and ranches from lawsuits filed by neighbors who moved in after the agricultural operation was established. Others protect farmers who use generally accepted agricultural and management practices and comply with federal and state laws. Right-to-farm laws are a state policy assertion that commercial agriculture is an important activity. The statutes also help support the economic viability of farming by discouraging neighbors from filing lawsuits against agricultural operations. Beyond these protections, it is unclear whether right-to-farm laws help maintain the land base.

Circuit Breaker Tax Relief Credits

Circuit breaker tax programs offer tax credits to offset farmers' property tax bills. Like differential assessment laws, circuit breaker tax relief credits reduce the amount farmers are required to pay in taxes. The key differences between the programs are that most circuit breaker programs are based on farmer income and are funded by state governments. These programs are targeted specifically for agricultural landowners.

Differential Assessment Laws (49 states)

Differential assessment laws direct local governments to assess agricultural land at its value for agriculture, instead of its full fair market value, which is generally higher. Differential assessment laws are enacted by states and implemented at the local level. With a few exceptions, the cost of the programs is borne at the local level. Differential assessment programs help ensure the economic viability of agriculture. Since high taxes reduce profits, and lack of profitability is a major motivation for farmers to sell land for development, differential assessment laws also protect the land base.

Finally, these laws help correct inequities in the property tax system. Owners of farmland demand fewer local public services than residential landowners, but they pay a disproportionately high share of local property taxes. Differential assessment helps bring farmers' property taxes in line with what it actually costs local governments to provide services to the land.

Donation of Land

An outright gift of land for conservation is one of the most generous legacies a landowner can make to future generations. Donating land can have many benefits for a landowner. It can be a relatively simple and quick transaction that:

- Assures the permanent protection of a family property
- Provides a charitable income tax deduction for the full fair market value of the land
- Avoids capital gains taxes on appreciated land, which otherwise would be due at the time of a sale
- Removes the property from the donor's taxable estate releases the donor from the expense and the responsibility of managing the land
- Provides long-term support for non-profit organizations such as land trusts

Land donations can be done with any kind of land, and it can be specified what the desires of the current landowner are for future land use.

Donation of a Remainder Interest

A landowner can donate land and continue to live on it during his or her lifetime. This is known as a gift of a remainder interest, or a gift of land with a reserved life estate. With a gift of a remainder interest, the donors and their beneficiaries reserve the right to continue to live on and continue to use the property during their lifetimes. At the end of the specified life interests, full title and control of the property automatically transfers to non-profit organizations such as land trusts. In most cases the land trusts re-sell the land, subject to a permanent conservation easement. Thus, the final outcome is very similar to that of an outright gift of land.

The donation of a remainder interest offers several advantages:

- the donors continue to use and enjoy the property throughout their lifetimes
- the property is permanently conserved
- the donor may be entitled to an income tax deduction

when the gift is made, if the property is a personal residence, farm, or land having conservation value
- the proceeds from the sale of the property will support a non-profit organization such as a land trust's statewide land conservation program, after the life interests conclude

Bequest and Living Trust

Many landowners wish to retain maximum flexibility during their lifetimes and choose to carry out their conservation plans through a bequest or a living trust. Landowners can conserve important lands by donating property or donating a conservation easement through their Wills.

A bequest is a provision in the landowner's Will or a codicil (a Will amendment) that instructs the estate's executor to convey land or a conservation easement to a non-profit organization such as a land trust. A living trust can achieve the same results but avoids the probate process. Both the bequest and the living trust can assure the permanent protection of the land, permit the donor to control the property during his/her lifetime, and may reduce the donor's taxable estate.

Bargain-Purchase of Easements and Land

Another approach with advantages to both the landowner and a non-profit organization such as a land trust is a bargain-purchase. The landowner sells a conservation property or easement to the land trust at less than full market value and donates the remaining value. For the landowner, this combines the income-producing aspects of a land sale with the tax benefits of a donation. The difference between the fair market value (as determined by appraisal) and the sale price is treated as a charitable contribution and can significantly reduce any capital gains taxes payable on the sale. For the non-profit, bargain purchases make land and easement purchases more affordable.

Purchase of Land

Occasionally, a non-profit land trust is called upon to protect a property that has exceptional resource value of local, regional, or state-wide significance. Such purchases depend on public and private fundraising. The land trust rarely retains ownership of the land for the long-term. In some cases its role is to facilitate public ownership. The land trust will convey properties to public agencies to be used as public recreation areas, state wildlife areas, state or national forests, or historic sites. Other lands may be sold to a private landowner subject to a conservation easement that permanently conserves the land's resource values. In rare circumstances a land trust will also use this approach to conserve uniquely important farmland that is at risk of development.

Right of First Refusal or Option

These two techniques provide for future land conservation: When the owner of an important conservation property cannot afford to donate or bargain-sell the property to a non-profit organization such a land trust, and is not ready to discuss a conservation plan, the owner might consider a right of first refusal. This right provides the land trust with the opportunity to match a purchase offer received by the owner at a future time if and when the owner elects to sell the property.

An option agreement is a contract under which the owner offers the non-profit land trust a fixed period of time (normally a period of three to twelve months) within which to make a decision to purchase either a conservation easement or the

property outright. The land trust is not required to exercise its right to purchase but can, instead, use the option period to develop a conservation plan and seek funding sources to conserve the property. The option agreement either specifies a fixed purchase price or identifies a method — such as appraisal — by which the purchase price will be determined. An option can also provide for a bargain-sale of the easement or conservation property.

Whatever the approach, the Natural Features subcommittee believes that preserving open space is not only an important issue environmentally, but also inherent to maintaining and improving the quality of life in the Valley. The subcommittee is taking the approach that everyone believes saving open space is a good idea. From preservation of farmland, to conservation of the unique Sonoran Desert, to revitalizing urban parks — sustaining open space systems in and around the Phoenix metropolitan area is integral in preparing for future growth and development in the Valley. Open space should no longer be what is leftover after development occurs, it should serve as the framework from which we plan.

Legitimacy

Natural Features are important to our region because protecting open space is a key issue for future quality of growth in the region. Plans like *Desert Spaces* have been written to emphasize the importance of open space preservation while allowing for future community growth and development. Areas identified for conservation in the plan have outstanding open space value for recreational, aesthetic, educational and biological purposes. The plan does not, however, identify agricultural lands for their open space value. Herein lies the focus of the additional detailed work completed by the Natural Features subcommittee. The subcommittee chose to broaden the definition of open space to respect historic uses in the whole Valley, including agricultural lands, because agriculture was not specifically emphasized in Desert Spaces.

The loss of productive farmland persists as an important issue in many parts of the United States. The Phoenix metropolitan area is the 14th largest producer of agricultural products in the U.S. With our current growth and development, the concern over

loss of strategic farmlands — those areas with good soils and ample water — is high. The benefits of farmland protection include food production, the sustainability of rural communities, the preservation of regional and national heritages, the provision of open space, and the potential for several environmental amenities — such as flood water retention, soil conservation, and wildlife habitat enhancement. Farmland also promotes great economic opportunity within regions. Most unique farmland is located within or near metropolitan areas.

Open space affects the development patterns of a growing region and attracts people to particular areas. Open space also influences how we live. As mentioned above, open space conservation offers economic incentives to communities. Open space can also be important to the daily functions of a community, providing agricultural lands in an area, parks for recreation, and natural preserves. An open space system can interrelate with the infrastructure of an area to create community identity and a personal sense of orientation.

The importance of open space preservation in adding to and retaining community identity can be emphasized in many different ways. Open space should serve as a functional part of a community's character as well as a boundary helping to establish the beginning or end of an individual community in an urban area. Parks function as an effective form of recreational open space, while farms on the fringe of urban areas provide food and add to the economy. Open space can also divide communities in an urban area to help each community retain its individuality.

By placing open space preserves throughout communities, as in Marin County, California, noise pollution, traffic congestion, and urban sprawl can be reduced. Natural features, as well as infrastructure such as highways, bridges and storm sewers, can create or restore community identity. The benefits of preserving agricultural open space include food production; sustainability of rural communities; and the potential for several environmental amenities such as floodwater retention and soil conservation, as well as respecting historic uses.

Open space preservation promotes green developments, particularly in urbanized areas. Green developments are resource efficient, environmentally responsive, and sensitive to existing community and culture. Resource efficient refers to maximum efficiency in use of resources in design, construction, and operation of buildings and communities. Environmentally responsive means that developments benefit the surrounding environment. And sensitivity to culture refers to the sense of community fostered through their design, construction, and operation.

Open space preservation is multi-faceted because it not only preserves the land, but also promotes awareness about other environmental issues such as air quality, preservation, environmental resources, water quality, wildlife habitat, noise pollution, geology, and vegetation. Open space provides habitat for wildlife necessary for their survival and preserves vegetation and green space, important both aesthetically and ecologically in urban areas. Open space also is important in improving air quality in urban areas.

Current Status

Our region, which comprises Maricopa County, is approximately 9,200 square miles. Approximately 750 square miles of that area is developed. Within the more urban part of the county, however, almost half of the land is already developed. Another 1,000 square miles is publicly-owned open space that is designated as a park, wilderness, or wildlife area and cannot be developed. Significant open space has already been preserved and efforts continue to conserve not only open space but also natural features unique to our desert region. Some of these efforts are outlined below and exemplify the way that growth, development, and open space preservation can coexist in an urban area.

Areas such as South Mountain Park and Tonto National Forest illustrate the importance of open space, particularly in our metropolitan area. These two parks are accessible to the public and are popular tourist attractions.

Tonto National Forest
The Tonto National Forest is located in Arizona near Phoenix and is comprised of 2.9 million acres, about 650,000 acres of

extraordinary action taken by one or more local governments, sometimes with the participation of other organizations. It is extraordinary in that it goes beyond the regular array of urban development actions in which all of the communities engage—general plans, zoning ordinances, subdivision regulations, and capital improvement projects. There are many types of urban form commitments taking shape around the Valley. A few examples follow.

which are in Maricopa County. The Forest is a special place — stretching across a rolling desert landscape dotted with saguaro and mesquite, up to tall mountains covered with tall, green timber. This variety of topography, flora, and fauna means diversity in recreation opportunities no matter the time of the year.

South Mountain Park

South Mountain Park is the largest public park in the world, at approximately 16,500 acres. The City of Phoenix Parks and Recreation Department administers the park. South Mountain Park is easily accessible from all directions within the metropolitan area. Park regulations permit

non-motorized forms of recreational use on its trails, such as hiking, mountain biking, and horseback riding. The park is left in its natural state, and all the trails have rugged, rocky and steep sections. South Mountain Park serves as one of the biggest recreational and tourist attractions for the Phoenix metropolitan area.

Urban Form Commitments

There are many current efforts underway to preserve open space within our region, and in particular, within the urban area. These efforts are significant enough to be considered urban form commitments. An urban form commitment shapes the region's physical form. It is an

McDowell Sonoran Preserve

Commission The McDowell Mountains are Scottsdale's most striking Sonoran Desert physical feature, rising over 4,000 feet and covering an area of 25 square miles. The McDowell Mountains are important to residents, the tourist industry, and the plants and animals that call them home. The vision for the Preserve is to maintain scenic views, preserve plant and wildlife, while providing appropriate public access and passive outdoor recreational opportunities for residents and visitors. Situated in the central part of Scottsdale, the McDowell Mountains serve as a visual backdrop when viewed from any direction. The mountains provide a
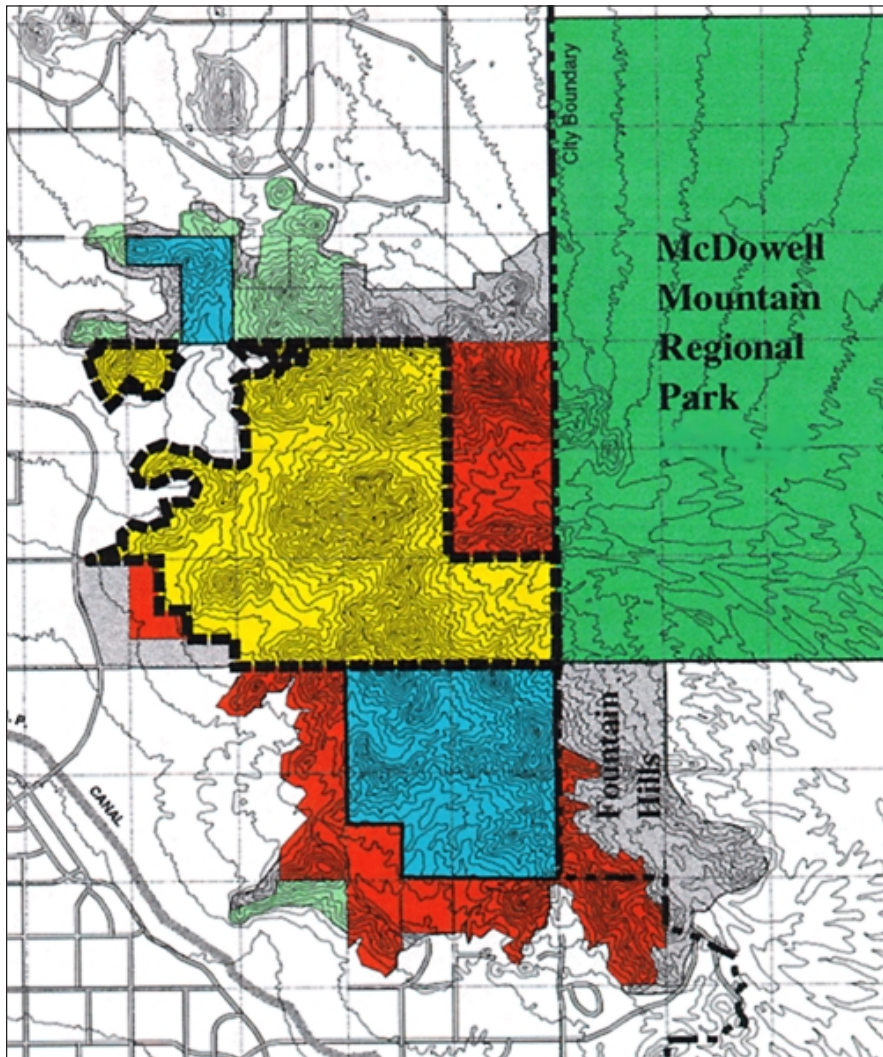
October 1994 on 2,860 acres of city-owned land. The Preserve shall maintain a character of openness, emphasize conservation, and contain mostly passive recreational activities, stated Resolution #4103, which established the Preserve. A two-tenths of a percent privilege and use tax increase was approved by the Scottsdale voters in 1995 to fund land acquisition for the Preserve.

The City of Scottsdale created a Preservation Division to manage the implementation of the Preserve. In November of 1998 City voters approved a measure to make additional lands eligible to be preserved, equaling a goal of 59 square miles of natural open space or one-third of the City.

unique habitat for desert plants and animals. Scattered throughout the mountains are pre-historic artifacts and petroglyphs. More recently, the mountains have experienced increasing passive recreation use — including hiking, mountain biking, horseback riding, and rock-climbing.

The Preserve falls under the jurisdiction of the City of

Scottsdale. The City is responsible for the Preserve's management. The Preserve is in its infancy, growing and taking shape. Currently more than 12,876 acres are protected. Land is still being added to the Preserve and policies that will govern its future management are beginning to take shape.

The City of Scottsdale established the initial Preserve in

Two recent land agreements have ensured that 80 percent of the initially proposed 16,460-acre Preserve is now protected. In January 1998, the City of Scottsdale, in partnership with the State of Arizona, announced the reclassification of 2,762 acres of State Trust Land as suitable for conservation under the Arizona Preserve Initiative. Then in February, the City of Scottsdale reached an agreement with

DMB and the Corrigan-Marley family regarding property known as DC Ranch that will lead to the preservation of 5,275 additional acres.

The Town of Fountain Hills has also acquired 400 acres of the McDowell Mountains and also has established a McDowell Mountain Preservation Commission to work with the Town Council and staff to implement the recommendations of the McDowell Mountain Task Force and to recommend a preservation strategy.

A resolution was recently passed in the Town in which the community redefined the importance of open space preservation and recommitted itself to establishing an open space system in the town. The resolution authorizes the continuation of the Commission and declares the Town's intention to pursue and implement many of the recommendations made by the Commission. It also directs the Commission to continue with public education and research regarding the establishment of a land trust and permanent preservation of McDowell Mountain Lands within the Town of Fountain Hills.
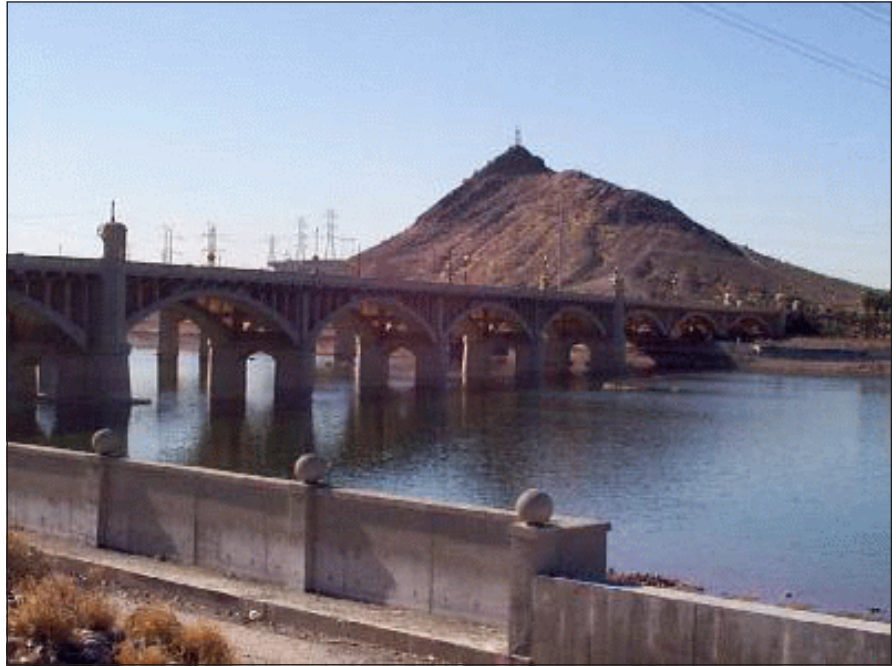
Rio Salado Project

Many cities have been affected by the Salt River, and many cities will benefit from the Tempe's Rio Salado project as it brings vitality back to the river. The Rio Salado Project began as a concept plan from the College of Architecture at Arizona State University in 1966 and has since developed a symbiotic relationship with the downtown redevelopment project. The goals of the project are to provide the best features of flood control; encourage optimum development of land along the Salt River to promote recreation; utilize sensitive environmental planning; improve the quality of life in the region; provide educational opportunities for the community; maintain references to regional and historical context; and achieve the greatest economic and social benefit for all citizens.

Tempe, Mesa, Phoenix and other jurisdictions also place the Rio Salado area in the context of the entire portion of the Salt River that runs through the metropolitan area. The overall goal is to ultimately bring the localities' diverse development philosophies together and maximize the opportunities on their common ground. This partnership helps guide development and redevelopment activities that continue to build on the accomplishments of the individual areas. Rio

Salado is primarily an engineered flood-control project that is being enhanced to meet recreational, environmental, and economic needs of the community. Rio Salado is an innovative planning project that challenges everyone to recognize the big picture surrounding urbanization. The recreation areas are to be opened to the public by June 1, 1999.

Estrella Mountain Park

The City of Avondale is actively preserving open space within the community. The Estrella Mountain Park is a county regional park that lies within the City of Avondale limits. The park essentially serves as a growth boundary and maintains a large amount of open space for the city. Avondale, however, has also written the Tres Rios Greenway Plan, an open space preservation document. The Tres Rios Greenway is a regional open space and trails system designed to provide a more livable environment, as well as enhance adjacent developments. The project has been a coordinated effort among state, federal, and local agencies as well as private land owners. The project combines open space with outdoor recreation and ecological considerations, bringing connections to otherwise separated parks, neighborhoods, and other cities. The Tres Rios Greenway will connect people to each other and to the natural processes of the landscape. It will offer an opportunity for people to leave their vehicles and experience some of the natural and human-made corridors within the City of Avondale.

Phoenix Mountain Preserve

The City of Phoenix has completed a plan for a Phoenix Mountain Preserve in the northern area of the city. In some respects it continues in the tradition of the Phoenix Mountain Parks. A chief goal of the preserve is to acquire land where extent and connectivity are sufficient to sustain complete biological communities. The proposal is for a 20,000-acre preserve, much of which is currently State Trust land, especially in the areas of Union Hills, Cave Creek Wash, Pyramid Peak and ranch ponds. Land within and development outside of the preserve would be organized in order for the built environment to face the preserve rather than walling off the preserve. A number of funding sources are being actively considered in order to make the preserve a reality.

Anticipated Trends

Most cities and towns in Maricopa County have an open space plan consisting of urban parks, trail systems and other natural areas. The anticipated trends for open space preservation over the next 25 years for the region is an increase in open space to maintain and protect the quality of life for residents.

There are now approximately 750 square miles of developed land in Maricopa County, and approximately 1,000 square miles of land that has been secured for open space use such as parks, wilderness, and wildlife areas. Approximately 2,300 square-miles of publicly-owned areas and more than 1,400 square miles of privately-owned land were identified in The *MAG Desert Spaces Plan* as having high open space value for retention and conservation. Priorities need to be set for preserving these areas for the future. Proximity to population, imminent development, value of natural and cultural resources and visibility are key to deciding what lands should be protected first.

Agriculture

A decline in the extent of agricultural land has become evident in Maricopa County over the past two decades. Land that once produced crops and cattle is now being developed to accommodate the growing Valley population. Approximately 6,000 acres — or almost 10 square miles — of agricultural land is lost annually to development. Still, agriculture continues to be an important contributor to the Valley's economy, with over $500 million in agricultural products sold annually. Farms are also becoming more productive. The average value of products sold per farm went up from 1982 to 1992, while the average farm size continues to decline.

As agricultural uses intensify, the opportunity for greater conflicts in rural developing areas increases. Farmers often compete with neighbors' complaints about noise, odors and dust. With development moving outward, there is increased uncertainty among farmers. They find it increasingly difficult to make a living and often opt to sell land for future speculation. As a result, ownership of agricultural land has changed. More land is now leased for farming.

Agricultural land is increasingly being viewed as prime land for future development.

Agricultural land provides a diversity of uses, experiences, and economic vitality to an area. Our region has to answer one important question when deciding on future land use development: is agriculture an important land use to preserve, or a holding area and buffer for future development?

Recommendations

The recommendations of the subcommittee will focus on open space preservation in terms of recreational and biological lands and on the preservation of agricultural lands. The plan establishes policies and allows permit appropriate levels of recreational use in conservation areas while maintaining and/or conserving the integrity and diversity of biological systems. For vegetation/wildlife habitat the policy is to maintain and enhance existing and potential wildlife habitat, and promote species diversity and maintain wildlife population.

The inventory of existing, publicly accessible open space resources includes federally man-aged multiple-use and wilderness areas, State Game and Fish lands, Maricopa County regional parks and municipal mountain preserves. These lands provide recreation and educational opportunities within close proximity to the urbanized areas. Some recommendations for these areas — to accommodate growth and prevent their overuse and abuse — are:

1. Protect and enhance the existing regional parks and mountain preserves by increasing funding to the level required for their adequate operation and maintenance.
2. Develop and support efforts to expand the boundaries of regional parks and mountain preserves to conserve and protect contiguous open space resources.
3. Protect public access and develop trails along rivers and washes, canals, and around the perimeter to link existing parks and preserves.
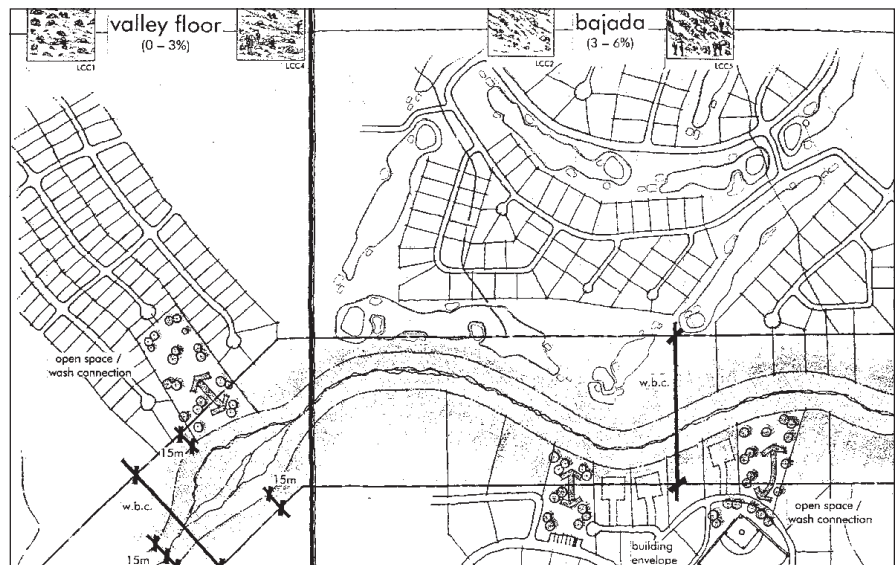
Large mountain ranges are the most prominent features in the metropolitan region and create a backdrop for the entire Valley. These mountains provide recreational opportunities,

visual landmarks, and wildlife habitat. They also define community character. Relatively flat land surrounded by mountain features, or located at the base of mountains, are important buffers or links from one mountainous area to other open space resources. Recommendations for mountainous areas such as these include:

1. Conserve mountainous areas that contain important wildlife habitats, cultural resources, and scenic areas.

2. Protect and maintain the nearly pristine character of state and privately-owned mountainous areas that are contiguous to the current boundaries of Tonto National Forest and existing regional parks, mountain preserves, wilderness or wildlife areas.

3. Discourage development from taking place on ridge or crestlines and on steep slopes.

4. Protect and improve appropriate public access to mountainous areas located in or near current and future urban areas.

Desert Spaces also focuses on wildlife corridors and conservation of areas that are considered habitat for wildlife. At the higher elevations of the Valley and the region, the topography, soils and rainfall support the rich diversity of unique plants referred to as upland Sonoran Desert vegetation. This plant community is one of the richest habitats for wildlife in the region. The plan emphasizes a network of open space to remain as permanent wildlife areas, which can sustain larger mammals and reptiles. We recommend that the Valley act so that these conditions are present in 2025:

1. Encourage development that does not require mass grading of the remaining areas of upper Sonoran Desert vegetation, to protect the region's sense of place, wildlife habitat, drainages, and scenic quality.

2. Encourage development on relatively flat sites rather than on mountains and steep hillsides.

3. Protect upper Sonoran Desert areas that serve as major links between regionally significant open space resources such as the McDowell and Mazatzal Mountains and White Tank Mountains and the Hassayampa River.

4. Encourage the use of only plant materials that are native to the region.

5. Encourage the preservation of large farms as well as areas where persons whose livelihood is not farming — but who may have vegetable gardens, places where visitors can pick food, guest ranches, and/or

other activities related to ranching and farming.

6. All children will have active recreational land within walking distance of their homes.

Implementation Actions

Implementation of open space preservation is a multiple-step process that involves local governments and citizens working together toward one common goal. Protecting lands with special resources, visual or recreational values requires several different techniques and options to achieve protection goals. Some important factors in preserving open space, and particularly agricultural lands, are funding mechanisms and support from the public.

Additional information on non-profit organizations established to promote the preservation of open space, urban parks and agricultural land is available from members of the Natural Features Subcommittee.

Public Safety and Civic Infrastructure Subcommittee Report

Introduction

The Public Safety and Civic Infrastructure Subcommittee was chaired by Rick Miller and included committee members Carie Allen, Ronald Wills, Chris Baier, Tom Browning, and Billy Shields.

The Public Safety and Civic Infrastructure Subcommittee was formed to develop a vision within a framework of community involvement. This vision seeks to identify community values through family, public and private involvement, and collaborations and partnerships. Specifically, the subcommittee was formed to address the future of public safety as it relates to crime prevention, fire prevention and public hazards.

Legitimacy

Public safety and civic infrastructure are critical to the future of our region. The basic need to be safe and free of harm with the ability to pursue one's life must be the backbone of any future vision.

Accordingly, developing a sense of ownership the future and that of one's neighborhood and community is fundamental to an empowered region.

The Vision

The subcommittee held a series of hearings in which it invited experts and concerned and involved citizens to explore the small and large issues related to public safety and civic infrastructure. In doing so, the subcommittee attempted to identifying critical opportunities which, if realized, would provide and offer a greater level of service and opportunity.

Therefore the committee wishes to offer the following recommendations:

Public safety goes beyond what the police department or other law enforcement agencies can do for any geographical area. Public safety is one the most basic human needs. Without a sense of personal and community safety, not much else can effectively be pursued in an individual — or community's — life. Therefore, public safety strategies must be weaved through all that is planned and executed.

Public safety includes both individual responsibility as well as public responsibility. It must be approached comprehensively and managed as a whole. The concept of public safety must also address root causes of crime, which are well known and documented, and yet which are very rarely addressed holistically.

Therefore, public safety, although a goal, is really the by-product of successful health, education, recreation, family, faith-based and community services, all of which relate to both individual and community responsibility. Public safety is the result of successful personal and community planning.

To assist with this goal the public safety subcommittee recommends the following:

- Early childhood development and parenting programs to help children get off to a healthy and successful life.

- Support of the family unit to encourage parental responsibility

- Equal access to quality education as well as before- and after-school programs.

- Opportunities for citizens to learn marketable skills, and to offer service to one's community not as a punishment, but as a reward.

- Youth employment opportunities to offer teenage youth the sense of belonging, usefulness and competency.

- Ensure that all physical plants and structures make health and safety a primary concern in design and construction.

- Ensure that all buildings, that offer a public safety service, such as police substations and fire stations are designed and built to encourage public involvement.

- Design our communities and neighborhoods in a way that ensures individuals are interconnected to their community life

- Look creatively at other opportunities to relate to the public in a non-threatening, inviting, user-friendly environment, to share and receive information about safety issues. Examples include police substations or hazard information kiosks in shopping centers or supermarkets.

- Look for ways to build trust with all residents, and to help each other enjoy a life free of harm and threats.

Public Utility and Governance Subcommittee Report

WATER/WASTEWATER PANEL REPORT

Introduction

The Public Utility and Governance Subcommittee included committee members Penny Allee Taylor, Ivan Johnson, Kathie Lee, Ella Makula, Roger Manning, Bill McDonough, Martin Shultz, and Diana Smith.

On November 17, 1998, the Public Utility and Governance Subcommittee conducted a Water/Wastewater Panel discussion. The panelists were: Grady Gammage, Chairman of the Central Arizona Water Conversation District Board; Roger Manning, Executive Director of the Arizona Municipal Water Users Association; Rita Pearson, Director of the Arizona Department of Water Resources; and John Sullivan, Associate General Manager of the Salt River Project. The panel moderator was David Iwanski, Executive Vice President of the Agri-Business Council of Arizona.

This concept paper represents a summary of the issues and solutions discussed by the Water/Wastewater Panel. The seven major issue areas were: Central Arizona Project Water; Indian Community Water Claims; Environmental Demands and Quality of Life; Agriculture; Reclaimed Water; Water and Growth Relationships; and Institutional Arrangements.
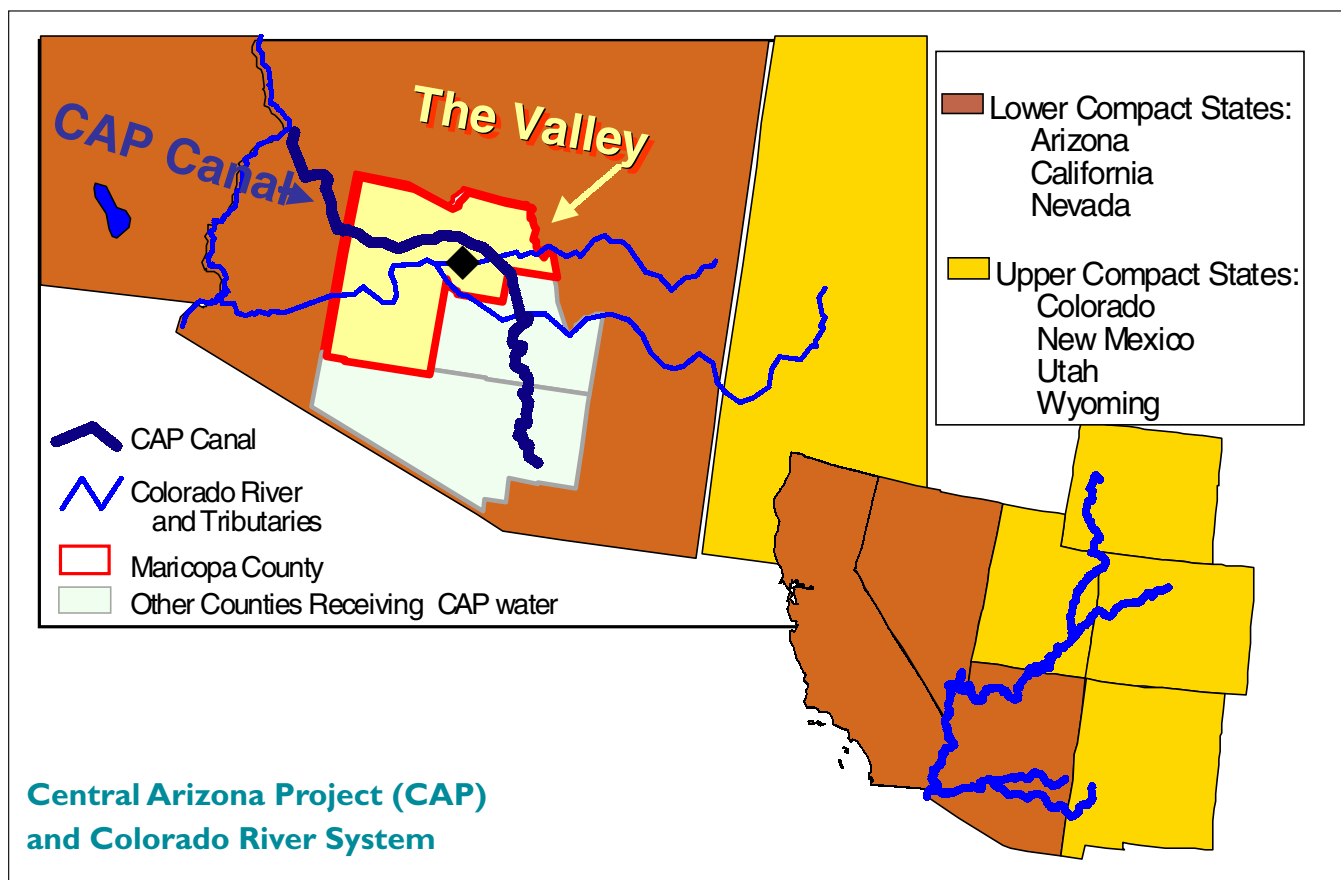
Central Arizona Project Water

Issues

From a global perspective, water has long been recognized as a scarce resource with a finite supply. Developing countries and worldwide population growth have increased the demand for this valuable resource. Water is an essential element to sustain life and vegetation, maintain a viable economy, and enhance the overall quality of life. Consequently, as growth continues, the importance of water quantity, quality, and allocation will escalate on a worldwide basis.

Within the Western United States, one of the major sources of water supply is the Colorado River. The primary users of the Colorado River are the Upper Basin states of Colorado, Utah, Wyoming, and New Mexico, and the Lower Basin states of California, Nevada, and Arizona. Collectively, the Colorado River provides 15 million acre feet of water each year to these users.

Within the Lower Basin, the annual entitlements to the Colorado River water are: 4.4 million acre feet for California; 0.3 million acre feet for Nevada; and 2.8 million acre feet for Arizona. Originally, it was anticipated that Arizona would not be withdrawing its full entitlement until 2015. However, in 1998, Arizona began withdrawing the entire 2.8 million acre feet. Of this amount, 2.4 to 2.5 million acre feet is for direct use. The remainder is stored underground in a water bank. Other sources of water in Arizona include surface water from in-state rivers and streams,

Central Arizona Project (CAP) and Colorado River System

groundwater, and effluent (reclaimed water).

Established by the Colorado River Basin Project Act of 1968, the Central Arizona Project (CAP) is designed to bring the Colorado River water to the state's central basins to reduce the dependence on Arizona's finite groundwater resources. The Secretary of Interior has put pressure on Arizona to further develop the delivery system, which is critical in the event of a water shortage. There are many issues surrounding the CAP water allocation. Given the demands by California and Nevada, will Arizona be guaranteed the 2.8 million acre feet allocation on an annual basis? The Indian Community claims to the Colorado River water are unresolved by the courts. When settled, the claims are expected to have a significant impact on the Arizona allocation. Environmental demands, especially through the Federal Endangered Species Act, are also steadily increasing. Finally, there are international water issues such as how water should be shared with Mexico. Collectively, these issues will impact the overall water budget.

Solutions

To guarantee the CAP allocation of 2.8 million acre feet per year, pressure on California needs to be exerted to reduce California's demand. The water delivery system needs to be augmented. Presently, WESTCAPS has been formed to develop the water delivery infrastructure for the West Valley in the Maricopa County area.

Water banking is important for water storage in the event of a water shortage. A plan for water banking is being prepared and should be available by the end of 2000.

Indian Community Water Claims

Issues

In Arizona, the Indian Communities control large amounts of land and have large claims to water resources. Regarding Colorado River allocations, many of the claims have been settled. However, the magnitude of the unresolved claims are expected to significantly impact the overall water budget. In addition, agriculture is a large water user and may ultimately be one of the primary land uses on Indian Community property. Also, the Indian Communities may establish their own water quality standards. These standards could impact the quality of discharges upstream from the water stretches controlled by the Indian Communities.

Solutions

The settlements are expected to be completed by 2025 which should provide more certainty. Perhaps the development of agriculture on Indian Community land will help preserve the agricultural industry and open space.

Environmental Demands and Quality of Life

Issues

Increasing environmental demands and quality of life issues also impact water supply. The Federal Endangered Species Act (ESA) is designed to conserve the biological heritage of animal and plant species throughout the nation. Under the ESA, federal agencies are to ensure that actions authorized, funded, or carried out by them do not jeopardize the continued existence of an endangered species or result in the destruction or modification of the habitat of the species.

In Arizona, the Endangered Species Act may have a profound impact on water rights. The northern portion of the Valley is a habitat for the Pygmy owl. In the vicinity of Lake Mead, the habitat for the endangered Southwestern Willow flycatchers may significantly affect water management. It could ultimately reduce the amount of Colorado River water to the Lower Basin states. In 1997, there were 87 species listed as threatened or endangered and another 129 were candidates for listing. The restoration and protection of riparian habitats also impact water supply and quality. Presently, there is a lack of scientific data to determine the amount of water needed to enable the habitats to survive. When in doubt, the federal agencies err on the side of the species. The Environmental Protection Agency requires consultation with the U.S. Department of Fish and Wildlife before a National Pollutant Discharge Elimination System permit for surface water discharges is granted.

From the public perspective, quality of life issues are very important. The Tempe Rio Salado Project will provide water for aesthetic quality and for attracting economic development. Greenbelts will be created and ultimately, perhaps there will be habitat preservation pressures. Canals in the Valley serve multiple users. In addition to transporting water, they often provide recreational opportunities such as riding trails. Canals also enhance aesthetic quality in commercial centers. The value system of the public for quality of life issues should be accommodated in water management.

Solutions

In order to effectively interface the Endangered Species Act with water quality management, Congress should establish a sound scientific basis for determining the amount and quality of water needed to protect the species. The aesthetic and recreational needs of the public should be a factor for successful water management.

Agriculture

Issues

In 1980, the Arizona Legislature passed the Groundwater Management Act to prevent groundwater overdraft. The primary goal of this Act is to achieve safe-yield by 2025. The safe-yield concept involves achieving balance between the amount of groundwater withdrawn each year and the annual amount of water recharged back into the ground. The Act determines who has the rights to pump groundwater and the quantity that can be pumped. The categories of water users are agriculture, municipal and industrial.

In accordance with the Groundwater Management Act, it is assumed that agricultural users will gradually yield to higher-value municipal and industrial use. For example, farmers sometimes sell their land to homebuilders in the Valley. Generally, agricultural uses comprise approximately 80 percent of the water consumed in Arizona.

The future of agriculture will have a significant impact on water management. Due to the interest of Arizona's Indian Communities, all agricultural land may ultimately reside on Indian lands. In many cases, agricultural land is a placeholder for the preservation of open space or for future development. Reduction in the amount of agriculture may also negatively impact the western, rural lifestyle that is enjoyed by many in this state.

Solutions

Perhaps agriculture should be preserved by reserving large blocks of water for agricultural uses. Agriculture is good for economic diversity in the state and the protection of open space.

Reclaimed Water (Effluent)

Issues

The passage of the 1980 Goundwater Management Act in Arizona placed a renewed emphasis on the importance of using reclaimed water or treated effluent from wastewater treatment plants to augment water supply. Presently, reclaimed water is used for golf course irrigation, crop irrigation, cooling for the Palo Verde Nuclear Generating Station, and storage and recovery projects.

In the future, reclaimed water will become one of the most reliable sources of water. Today, the technology exists to treat effluent to drinking water quality. However, there is a public perception problem with the concept that will necessitate a considerable effort to overcome. The Environmental Protection Agency also has some reservations about this use, and will not presently accept any liabilities for using reclaimed water for drinking water purposes. Reclaimed water may also be a potential source to meet increasing environmental demands. For example, use of reclaimed water in artificial lakes for aesthetic and recreational purposes may increase.

Solutions

A massive education program to change the public perception of reclaimed water as a drinking water source could be undertaken. The Environmental

Protection Agency also needs to change its policy on liabilities associated with the issue.

Water and Growth Relationships

Issues

Presently, there is an adequate supply of water for growth and development. Consequently, when new development proposals are being evaluated, there is not much interaction early in the process between the developers and the water interests. If water considerations were introduced at an earlier point, water could be used as an important tool to manage the growth of urban areas. In Tucson, various factions use water as a means to slow growth.

Water as a tool to manage growth is an alternative to establishing urban growth boundaries. For growth management, it may be useful to evaluate the ultimate population that could be sustained in the Valley given resources. Planners could then back-track from that population level and develop tools to effectively manage growth.

Another approach to develop water as a growth management tool is to increase the price of water to reflect its true cost.

Presently, no one pays the actual price. For example, the price of water does not include the cost of developing and maintaining the infrastructure. If the price of water reflected its true cost, it may slow the pace of growth. The price of water could also be structured to be more expensive in outlying areas if distance were taken into account.

However, new technologies such as desalinization of ocean water could dramatically increase the supply of water and decrease water price. Currently, San Diego is using methane gas as the energy source for a desalinization plant. It is important to note that there are costs associated with these plants which need to be taken into account.

Solutions

One effective management tool that already exists is the 1980 Groundwater Management Act. As the state moves closer to safe-yield in 2025, the requirements in the Active Management Areas will become more stringent. The goal of safe-yield was also set during the public policy process.

Perhaps the price of water should be increased sufficiently to serve as a growth manage-

ment tool. For example, it could be restructured to reflect its true cost. It could also be priced so as to make it prohibitive for use in outlying, undeveloped areas.

The vision for the region in 2025 could be determined and then water could be used as a management tool to achieve the vision. A series of water service and pricing policies could be developed. The sustainable population for the Valley could also be used.

Institutional Arrangements

Issues

The current water supply system, including delivery, is fragmented and parochial in nature. The Maricopa County area is one of the most highly urbanized areas in the United States, and yet the water management structure is rather rural. At the state level, the Arizona Department of Water Resources manages overall supply and the Arizona Department of Environmental Quality manages overall quality. The Central Arizona Project provides wholesale water from the Colorado River. A combination of several cities and private water companies comprise the delivery system.

The water delivery systems are not presently linked together. In the event of a major water shortage, there is no way to effectively deliver water from a water rich city to a water poor city. Likewise, the delivery systems for treated wastewater are not linked together.

If this area moves to a market-based system, it is questionable whether the current fragmented approach will be efficient in such a large metropolitan area. A fragmented approach may make it difficult to handle problems associated with aging infrastructure and continued growth.

Deregulation could significantly impact all aspects of the water perspective: water rights; water storage (dams and wells); water transport; water quality and treatment for the end user; and the water delivery system to the end user.

The water market established through deregulation will also impact water price. Privatization may increase due to deregulation. Presently, two large French companies have expressed keen interest in the water purveyor business.

Public-private partnerships are also an institutional issue. The public has an expectation of good water quality and turns to the local government elected officials if the expectation is not met. If public-private arrangements are used, accountability should be clear. Public-private partnerships may be an efficient means to manage problems associated with the development and aging of the infrastructure.

Solutions

The present institutional arrangements for water and wastewater should be reevaluated. It is uncertain if the current fragmented system will be sufficient to meet the needs of a growing population in 2025. In the future, as present issues are resolved, there will be dramatic shifts in the water budget.

Perhaps a Regional Water Authority should be established. The Authority could provide the means for providing a linked water delivery system in the event of a water shortage. It could be a means of distributing equitably the cost of water to the user and managing the problems associated with infrastructure development and aging. In

addition, the Regional Authority could be used to manage wastewater. Sub-regional authorities may also have potential.

Pricing policies should be examined and perhaps restructured to reflect the true cost of water. Pricing could also structured based upon distance to manage growth. Infrastructure replacement funds could be instituted.

A series of water and wastewater policies could be developed to serve as a tool to manage growth on a regional basis. The policies could also address infrastructure issues. The tax structure and water supply and pricing could be integrated.

Water banking and water replenishment districts could be instrumental in ensuring adequate water supplies as the population progresses toward the sustainable limit. Banking and replenishment are also important steps to manage water shortages should they occur in the future.

Transportation Subcommittee Report

Introduction

The Transportation Subcommittee was chaired by Roc Arnett and included committee members Carol Baily, Jan Brewer, Bob Bulla, Keno Hawker, Lt. Col. Robert Kopp, Lynn Kusy, Valerie Manning, Jack Tevlin, Judith Tunell, Vivian Valle, and Jane White. Also included were Randi Alcott, Dave Berry, Dutch Bertholf, Bill Bowling, Chuck Eaton, and Bill Gemmill.

As we move into the 21st Century, events are rapidly changing. The region is growing, technology is advancing and social values are changing. A larger and more flexible transportation system is needed to accommodate growth and address changing needs.

This section begins by outlining goals and strategies and analyzing emerging social trends which will significantly impact the future of transportation. Prospects for different types of transportation are described, long range plans are reviewed and enhancements to the plans are considered. This section closes by discussing governance of transportation decisions and funding of transportation enhancements.

Goals

Goals are desired outcomes and are not intended to specify specific solutions or technologies. Long-term visioning goals for the regional transportation system include the following:

- *Access*. Provide convenient access to jobs and other opportunities throughout the region by ensuring an effective transportation system and integrating land use patterns.
- *Equity*. Ensure mobility for all citizens in the region. This includes senior citizens, young children, students, persons with disabilities and people who cannot afford an automobile.
- *Safety*. Ensure that travel is safe.
- *Economy*. Support a strong economy by ensuring access to jobs and the smooth flow of goods and services.
- *Environment*. Ensure that transportation improvements support a quality environment.
- *Responsiveness*. Ensure that the transportation decision-making process is responsive and accountable to public interests.
- *Funding*. Ensure that transportation funding is adequate and fair.

Strategies

Strategies are an overall approach to achieve goals. General strategies to meet the above goals include the following:

- *Multimodal Transportation*. As the region grows, a larger and more diverse transportation system will be needed. Each transportation mode has a role to play in meeting travel needs.
- *Land Use Integration*. Land use plans and transportation plans need to be integrated. The integration of these plans will help support the quality

of life and ensure a long-term, cost-effective transportation system.

- *New Technologies.* In developing transportation plans, new technologies need to be fully addressed. This includes new transportation technologies as well as potential impacts of technology on transportation demands.
- *Environment.* Environmental impacts need to be addressed in the planning phase, and environmental mitigation measures need to be fully incorporated into projects.
- *Special Needs.* Special transportation needs, such as the needs of people with disabilities, should be fully addressed in the planning process and the programming of funds.
- *Funding Plans.* Integrated funding plans need to be developed for all modes of transportation. In these plans, consideration should be given to who pays for and who benefits from transportation funding decisions.

Trends

Trends in our society today will evolve, change and shape the future of transportation in the 21st Century. This section provides an overview of broad trends in our society that could shape future transportation systems.

Demographics

Official population projections estimate that the region will grow from 2.9 million in 1999 to 4.9 million in 2025. This is consistent with historic regional trends and general national long-term population shifts from east to west and north to south. Flexible industry, a warm climate and a favorable business environment have contributed to the region's growth.

Between 1950 and 1990, household size has declined from an average of 3.2 persons to 2.6 persons, and the percent of the population over 65 has increased from 6.2% to 12.6%. These types of trends are projected continue in the future. Smaller household sizes result in more trips per capita, while retired persons travel less than average but may have special transportation needs.

Economics

Over the last century the economy of the United States has greatly expanded. Rising incomes have resulted in higher rates of auto ownership. In 1960, 88% of the households had a car while in 1990 this rate had risen to 93%. Correspondingly, the percent of work trips by transit decreased from 4% in 1960 to 2% in 1990, and auto occupancy rates for work trips declined 3.5% between 1970 and 1990.

Future prospects for increases in personal income are uncertain. There are also trends of an increasing difference between the wealthy and the poor. Currently, 70% of the bus riders do not have access to an auto. Economic trends could continue to support the need for expanded transportation services for low-income workers as well as those who cannot afford an automobile.

The percentage of workers in the total population increased from 33% in 1950 to 47% in 1990. This is largely due to more women entering the work force and declining birth rates. Current forecasts of workers per capita estimate a small growth in the near future followed by a decline as the population ages.

Freight trends have shown shifts from rail to trucks and an increased use of aviation to deliver freight. The new procedure of manufacturing on demand, known as "just-in-time" strategy has reduced warehouse sizes,

leading to a need for the more frequent delivery of freight. Shifts between economic sectors are projected. The mechanization of agriculture in the 19th century gave way to manufacturing in the 20th century. Evolving technologies will result in the reduction of manufacturing jobs and an increase in information-based jobs in the 21st Century. Information jobs are more flexible in location and temporal demands. More information-based jobs could reinforce shifts to warmer climates, inexpensive land in outlying areas, and travel in off-peak hours.

Outline of Broad Trends

Demographics
- More people
- Smaller households
- Older population

Economy
- More jobs
- Information age
- Potentially higher income
- Income distribution concern

Technology
- Rapid advances in life sciences computers and telecommunications
- Limited transportation advances

Environment
- Increasing concern and controls
- Potential growth controls

Urban Form
- Continued outward expansion
- More infill
- More intense activity centers

Travel Demand
- More autos
- More travel
- More travel per capita

Technology

One of the strongest forces of change in our current society is technology. Three of the strongest technology trends that will likely impact transportation include the following:

- *Life Sciences.* Advances in medicine and genetic engineering could greatly extend life expectancy. This could result in fewer workers per capita and a more footloose society. On the other hand, people may need to work longer before retirement and the elderly may need more public transportation support.

- *Computers.* The power of computers is increasing rapidly and costs are falling. Computers are driving robotics which is replacing the need for manual labor in manufacturing, as well as certain types of intermediate service jobs. Computerization could result in more dispersed trips that are less concentrated in peak hours.

- *Telecommunication.* Telecommunication networks and technologies are advancing at a rapid rate. High-speed networks allow the transmission of computer interactions and video communication to individual sites. Transmissions of holographic images are a future possibility. Telecommuting and teleconferencing is growing at rapid rates. The Internet is facilitating new forms of interaction — from information exchange to shopping and social interactions. A shift to an information age, and advances in telecommunications, will allow more "trips" to be made via telecommunications, and could result in jobs and houses being located in more dispersed patterns.

Transportation technologies are not advancing as rapidly as technologies in information-based fields. Cars cannot travel faster than urban roads will allow, rapid transit technologies have shown few new basic changes, and airplanes will probably not exceed the speed of sound over land areas because of noise impacts. However, some potential areas of technology advancement include the following:

- *Pollution-free vehicles.* Cars are much cleaner than in the past and ultimately could be pollution-free. They are also more energy efficient. In Arizona solar powered vehicles may prove feasible.

- *High-speed trains.* In some cases, there is a niche for high-speed trains to serve trips between short-range autos and long-range aircraft. Advanced rail technologies could establish high-speed connections to satellite cities.

- *Short-range aircraft.* Short-range aircraft may prove an effective mode of transportation between distant satellite cities and activity centers. Also, progress is continuing to make aircraft quieter.

- *System Management.* Advanced technologies include real time traffic signals and ramp meters to smooth traffic flows and maximize capacities. New toll collection technologies are also at hand and can be used to vary toll rates by time of day and level of congestion.

- *Electronic vehicle control.* Soon, vehicles will be equipped with accident warning devices. In the long-term, vehicles could be electronically driven. This could increase road capacity, speeds and safety.

Environment

There is an increasing awareness of the need to protect the environment from uncontrolled growth. This issue could lead to increased public support for growth boundaries, protection of open space, air quality controls, sewer requirements and the need for new development to pay its own way. These forces favor infill and centralized activity centers which would be more supportive of transit usage, walking and bicycling.

Urban Form

Most new growth is accommodated on the edge of the metropolitan area. The projected limits of growth in 2025 are based on official land use plans.

In the past, new transportation technologies have accelerated the outward expansion of urbanized areas. In the 19th century, trolleys rapidly accelerated outward expansion, while autos accelerated outward expansion in the 20th century. As outlined above, telecommunications could allow further outward expansion while environmental concerns could limit growth.

Outward expansion allows individuals and businesses to locate at lower densities and on cheaper land. However, a more dispersed pattern increases auto dependence and vehicle miles of travel. Miles of infrastructure are higher under a dispersed scenario, but the cost of retrofitting existing urban infrastructures to accommodate higher densities is also expensive.

On the other hand, environmental and quality of life concerns often lead to support for more compact urban forms. The

loss of open space and access to it is of increasing concern. Individual choices by home buyers and businesses may not lead to the overall preferred settlement pattern. Modifying past and present trends to support a more concentrated pattern of urban growth will require strong government controls.

Potentially a dual pattern of development will emerge. In central areas, densities could be higher with a strong transit dependance while in outlying areas densities could be lower, with residents depending on the automobile and telecommunications.

Other elements of urban form that could influence future transportation demands include the following:

- *Corridors.* One concept to facilitate the integration of transportation and land use is to focus development along transportation corridors. This could be much higher-density along fixed guideway transit corridors, or higher-density business and commercial activity along freeway corridors.

- *Satellite Cities.* Satellite cities could provide an alternative form to organize new growth rather than allowing continuous outward expansion. Satellite cities could be existing communities or entirely new developments. Scottsdale and Tempe were once outlying communities. Sun City and Fountain Hills were once well beyond the urbanized area. Anthem is a potential example of a new satellite city; while Payson, Prescott, and Casa Grande are potential future satellite cities of the Phoenix area. A problem in this concept is creating a meaningful job/housing balance in the satellites. Also, it is very difficult to prevent development from filling the areas between the satellite and the principal urban area.

- *Activity Centers.* An alternative urban form is to emphasize intense activity centers scattered throughout the metropolitan areas. The activity centers could include some high density housing even as most housing remains low density and disperse. Strong activity centers could result in higher

parking costs and support for improved transit. Underground parking in these areas would be compatible with design requirements and the climate.

- *Job/Housing Balance.* An urban form concept is to balance jobs and housing within the region to minimize travel. Currently jobs are moving to the suburbs and beyond. This concept is somewhat the opposite of the old strong central business district concepts associated with radial trolley systems.

- *Mixed-Use Developments.* A finer mix of jobs, shopping and housing can encourage more short trips by walking and bicycling. The layout of streets and transit services within developments can also encourage alternative modes of transportation.

Travel Demand

Forecasted travel demands in the region are increasing faster than population growth. This projection is a function of becoming a larger urbanized region with more opportunities and freeways.

Growth in Population and Vehicle Miles of Travel (1995-2025)
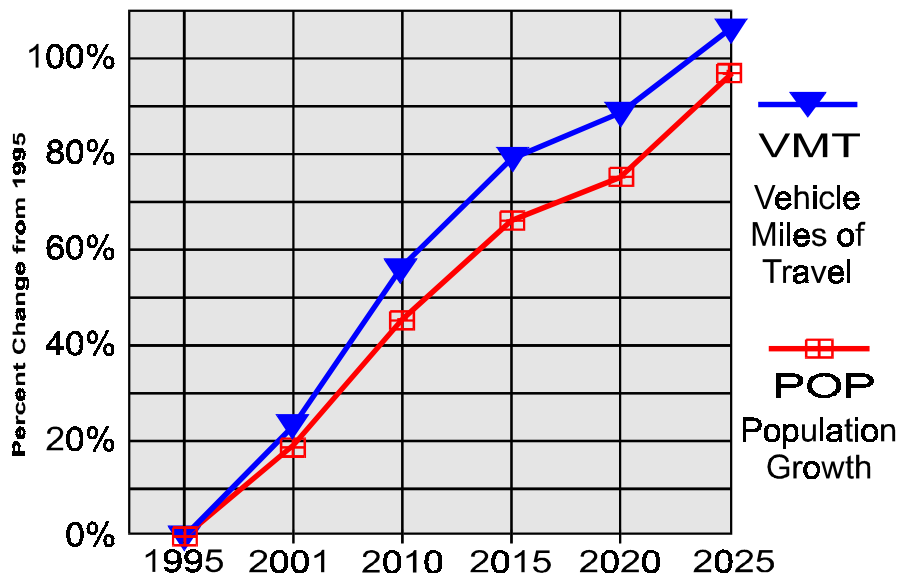
As indicated above, socioeconomic and technology changes could substantially alter the forecasted levels of travel demands.

Transportation Prospects by Mode

This section outlines prospects for each type of transportation in the region.

Streets

Most population and employment growth will occur on the urban fringe; however, substantial growth will also occur in central areas of the region. This growth pattern will result in a variety of roadway development issues. In outlying areas, substantial new roadway construc-

tion, including freeway construction, will be needed to provide for both movement within outlying areas and high-speed connections to the rest of the region.

As much of the development in outlying areas is encroaching on natural transportation barriers (e.g., rivers, major washes, mountainous or hill terrain), it may become more difficult to maintain a robust arterial street grid system. This could result in the need for higher design standards for streets in areas where the grid system cannot be maintained.

At the same time, increased attention will need to be paid to

address the environmental impacts of busier streets, such as noise.

In central portions of the region, increasing population density will result in increasing traffic densities and a traffic flow that will include more buses, light rail vehicles, bicycles and pedestrians.

As opportunities for new construction in the central area are limited, attention will need to focus on maximizing the capacity of existing streets through Intelligent Transportation System (ITS) technologies, transportation system management techniques, and design plans that encompass a variety of modes. Where traffic densities become very high, traffic calming techniques may be required to prevent traffic from diverting through neighborhoods.

The grade separation of some key intersections, along with ITS improvements, may also be required to remove major bottlenecks, and help focus traffic onto key arterial street corridors. These interchanges could be quite small, requiring little additional right-of-way, in order to minimize neighborhood and business impacts.

Freeways

Freeway plans for the Valley were largely developed in 1960, but limited funding prevented their construction until a half-cent sales tax for freeways was passed by voters in 1985. Since that time, the miles of freeway in the Valley has doubled. However, compared to other urban regions (on a per capita basis) the Valley still has one of the smallest freeway systems in the nation. The Valley's strong arterial grid system and rapid growth after the Interstate program, has contributed to the Phoenix area having a small freeway system.

Prospects for major new freeway construction within the urbanized area are limited because of neighborhood and environmental issues. However, new freeways in outlying areas are targeted to be completed by 2007. Few other urban areas in the country are building new freeways — and when they are being built, they tend to be tollways outside the urbanized area (e.g., Toronto, Canada and Orange County, California). Prospects are good to improve the capacity of existing freeways through lane widening, auxiliary lanes, High Occupancy Vehicle lanes and Freeway Management Systems.

1960 Freeway Plan
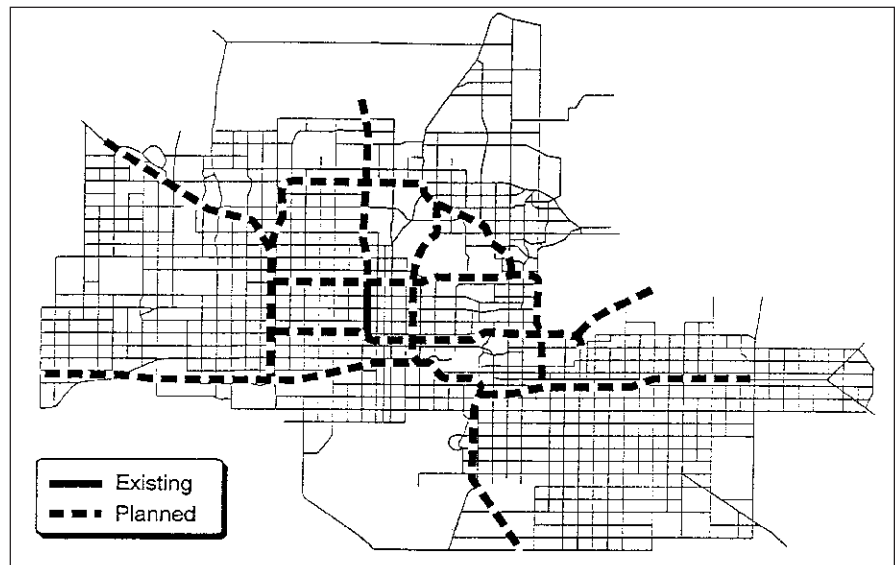
1985 Freeway Plan
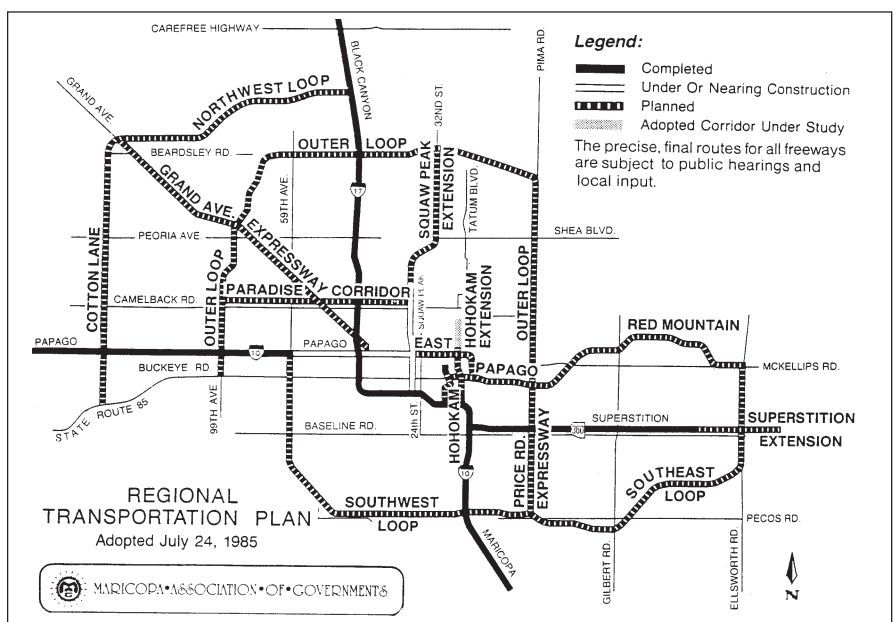
Transit

Each mode of transit has a particular role, and the need for alternative choices will increase as the city becomes larger and more complex. Dial-a-Ride services are needed for the elderly and the disabled, local buses provide universal coverage, fixed guideway systems (rail) support central activity centers and express buses meet rush hour commuter needs in high demand corridors.

In recent decades transit modal share has been declining while subsidy levels have been increasing. Expansion of transit service in the Valley is highly dependent upon securing dedicated funding sources. Land use patterns that are denser and more focused will also support increased transit usage.

Aviation

Other than automobiles, air transportation is the dominant form of transportation between cities. Approximately 80 percent of all public transportation (non-automobile) intercity trips are made by air. The total number of air passengers boarded at Phoenix Sky Harbor International Airport increased from 10 million in 1988 to 16 million in 1998. The number of air carrier take-offs and landings have increased from 336,000 in 1989 to 420,000 in 1998. It is projected that more than 700,000 take-offs and landing serving more than 30 million passenger boardings annually will take place by 2020.

Because of America West Airlines and Southwest Airlines, activity in Phoenix, Sky Harbor has become a major center for passenger connections. About 26 percent of the air passengers who travel through Sky Harbor are connect-

ing from one flight to another. The dominant air carrier aircraft in the fleet currently serving Phoenix Sky Harbor International is the Boeing 737. While this aircraft is anticipated to remain the dominant aircraft type in use for the foreseeable future, it is anticipated that the proportion of larger aircraft will increase reflecting the addition of more international service. The introduction of quieter aircraft in the fleet will also reduce noise impacts despite forecasted increases in traffic. Helicopters and short take-off and landing aircraft could have an impact on short-distance air travel.

Bicycle/Pedestrian

Walking is the most basic form of transportation because everyone is a pedestrian—all transit and automobile trips begin and end with a walk. Walking is often the quickest way to make short trips in urban areas. Bicycling is the most energy efficient form of transportation. There are many benefits to increased bicycling and walking, including:

- Reduced traffic congestion;
- Low-cost transportation mode available to all;
- Reduced air and noise pollution;
- Reduced wear and tear on roads;

- Reduced consumption of petroleum;
- Reduced crashes and property damage;
- Reduced need for additional roads, travel lanes and parking; and
- Improved health and well-being through regular exercise.

Opportunities for walking and bicycling abound in our region due to the warm climate and numerous short trips. According to the 1995 Nationwide Personal Transportation Survey, most trips are less than five miles in length. In addition, the dominance of a grid street system provides continuity for pedestrians and bicyclists along the shortest possible route. Walking and bicycling can be used for all types of trips, including:

- Trips to work or school;
- Visits to friends and relatives;
- Visits to offices for appointments;
- Errands, such as going to the video store or buying bread;
- Combined trips, such as a recreational bike ride while looking at garage sales; and
- Trips combined with other modes, such as walking to a bus stop or riding a bicycle to a car pool or park-and-ride facility.

Demand Management

Demand management refers to a variety of approaches to reduce automobile trips, encourage ride-sharing and discourage travel during peak hours. Existing programs include the Regional Public Transportation Authority Rideshare Program, the Maricopa County Trip Reduction Program, the Clean Air Program, Vanpool Programs, efforts by Transportation Management Associations, and a variety of programs to encourage teleconferencing and telecommuting. These programs require volunteers to participate and do not mandate changes in travel behavior.

Travel demands have been growing rapidly for decades with trips getting more numerous and longer and the share of transit and carpool trips declining. Demand management efforts are battling a rising tide of growth and auto usage. However, some prospects for the future hold promise. A high occupancy vehicle system is being developed that includes high occupancy vehicle lanes, park-and-ride lots, and expanded express bus service. Van pool programs and employer-based programs reinforce carpooling incentives. Employers are increasingly

	Travel Conditions	
System Performance Indicator	**1995**	**2025**
Total Daily Person Trips	10 million	19 million
Vehicle Miles of Travel	58 million	119 million
Percent of Traffic on Freeways	24%	28%
Total Hours of Delay in the PM Peak Hour (In Thousands)	42	141
Average PM Peak Hour Speed	28 mph	25 mph
Percent of total Freeway Lane Miles which are congested in the PM Peak Hour	18%	42%
Number of Congested Intersections (Percent of Total Intersections)	164 (14%)	487 (23%)

receptive to staggered work hours, and telecommuting is growing rapidly. In the long-term, tolls, higher fuel costs and pricing could be used to encourage alternatives to the single occupant vehicle.

System Management

Transportation systems will be more reliable in 2025 and far better managed through various applications of Intelligent Transportation System (ITS) technologies. The seamless integration of various transportation modes and the wide availability of system performance information is likely to result in truly multi-modal systems with dynamic mode shifts in response to system performance and other conditions. Technology will also play a key role in improving traffic law enforcement. Applications such as cameras that can detect vehicles running red light or exceeding the speed limit are likely to increase resulting in improved safety. Emergency medical service response will be made easier by the traffic management system clearing a path and informing motorists. Bus and rail travelers will be able to access real-time schedule information on their routes.

Some examples of ITS applications that are likely to be widely available in 2025 are:

- Information in cars or in pocket receivers on road conditions/bus arrival times, etc. In case of an accident ahead, you will be notified of the best alternate route to your destination.
- Traffic signals that adapt rapidly to changing traffic conditions.
- Vehicles that detect drowsy drivers and warn drivers to pull the car off the road.
- MAYDAY systems that will alert emergency medical service providers in case of an accident, providing exact location and severity of collision.
- Systems that enhance vision at night, under fog/dust/rain conditions.
- Every car will have a built-in global positioning system to support numerous applications.

Plans and Beyond

This section outlines current official regional plans for each mode of transportation, and describes potential plan enhancements beyond the 20-year period. Education and promotional programs are seen as key ingredients in shaping the transportation vision of the

1997-2017 Street Improvements Plan
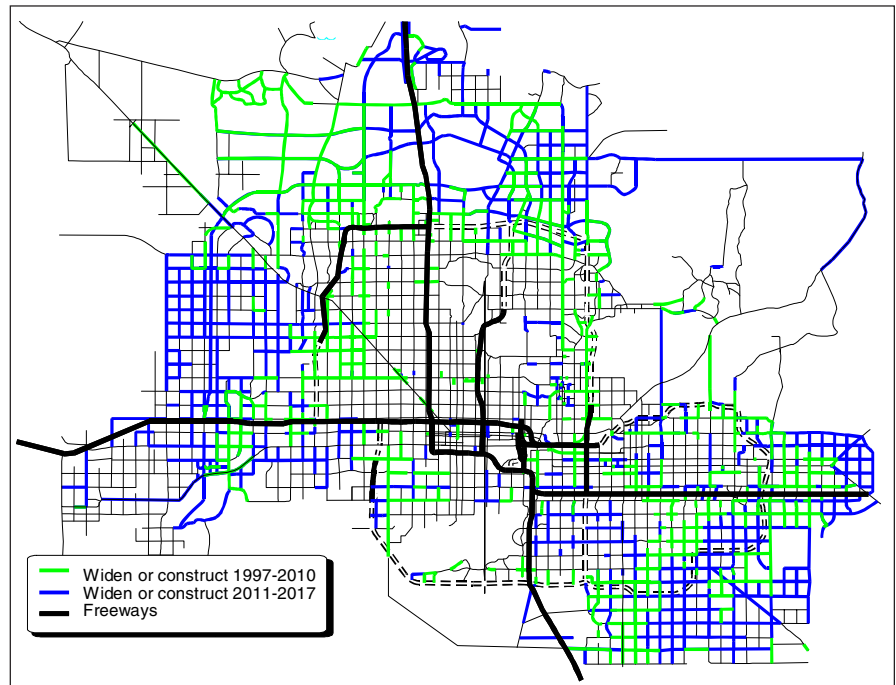
future. Also, to ensure a cost-effective vison it will be important to enhance the utilization of existing facilities such as widening roads, staggering work hours and maximizing new technologies.

Streets

The vast majority of all travel in the region is carried by major streets. Within twenty years, it is anticipated that travel on major streets will increase by 80 percent. To accommodate this increased travel demand, the Maricopa Association of Governments (MAG) street plan includes over 4,000 lane miles of major street construction, for a 57 percent increase in major street lane mileage. It is anticipated that the majority of the new mileage will be constructed in developing areas, as it is more feasible to construct roadways in these areas and becuase that is where most growth will occur.

Beyond current 20-year plans, more streets will be needed in outlying areas to accommodate growth, and higher levels of improvements will be needed on streets in central areas. These improvements may include wider and "smarter" streets with more grade separations.

Freeways

The MAG 20-year freeway plan includes 107 miles of new freeways, as well as completion of a high occupancy vehicles system. Additional widening for portions of the Superstition, Interstate-17, Interstate-10, State Route 85, US 60 and Loop 303 are also part of the plan. The concept for Grand Avenue and High Occupancy Toll (HOT) lanes are under study. Funding for maintenance is of growing concern.

Beyond the plans a variety of freeway opportunities are possible. An extension of Loop 303 around the urbanized area could be completed as the Valley View Parkway. Existing freeways could be modified to include two High Occupancy Toll (HOT) lanes in each direction. Also, widening facilities, improving interchanges, and enhancing the freeway management system operation will be important.

Congestion pricing on existing freeway lanes has strong technical merit but limited political prospects. An important issue for any new freeway development is the protection of right-of-way.

20 Year High Occupancy Vehicle (HOV) Plan
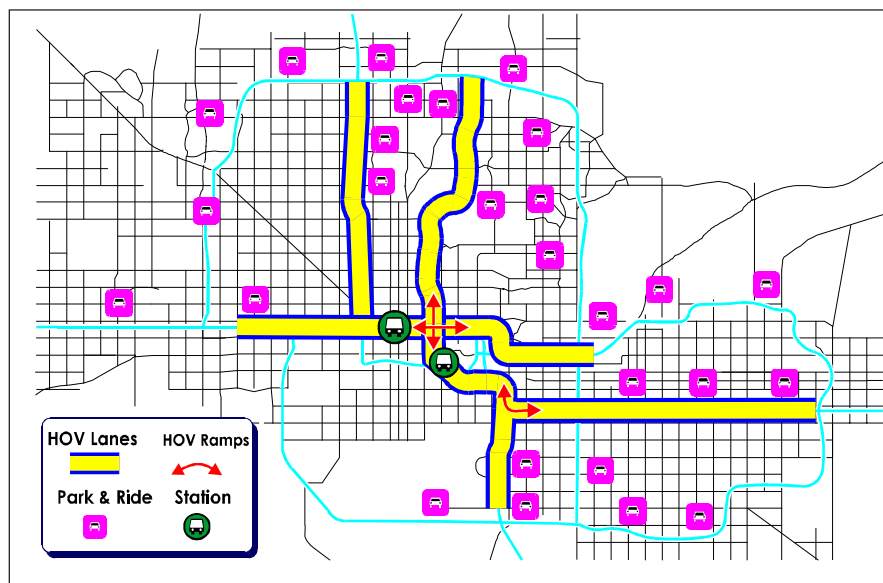
Regional Highway Plan Illustrating Valley View Parkway
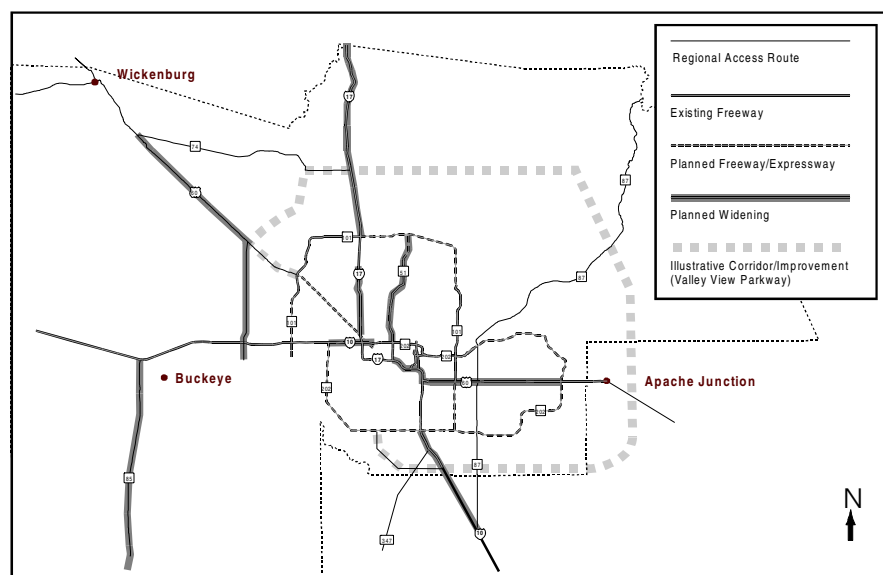
Regional access routes (or gateway routes) will need to be improved to accommodate growing recreational and freight traffic.

Transit

The current long range transit plans include tripling Dial-a-Ride service, tripling local bus service, a quadrupling of express bus service and a regional light rail transit system

Beyond adopted transit plans, and potential light rail extensions — additional high demand transit corridors are illustrated in the figure below. The technologies in these additional corridors could be light rail on dedicated right-of-way, which may provide faster and more flexible services over long distances. In the very long-term, the planned light rail system may need to be grade-separated to avoid conflicts with traffic.

Further expansions of local and express bus service beyond planned conditions will be needed to keep pace with growth. Neighborhood circulation to feed bus and rail systems may prove effective in higher-density areas. New and expanded approaches to meeting the needs of transit users may also be in order, such as community rideshare programs.

20 Year Express Bus Plan Quadruples Service
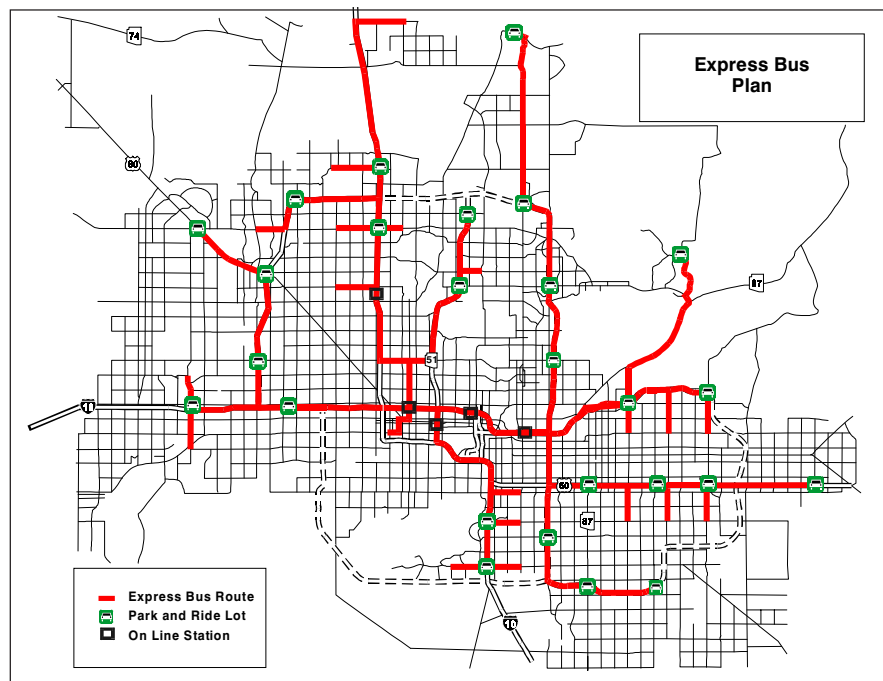
High Demand Transit Corridors
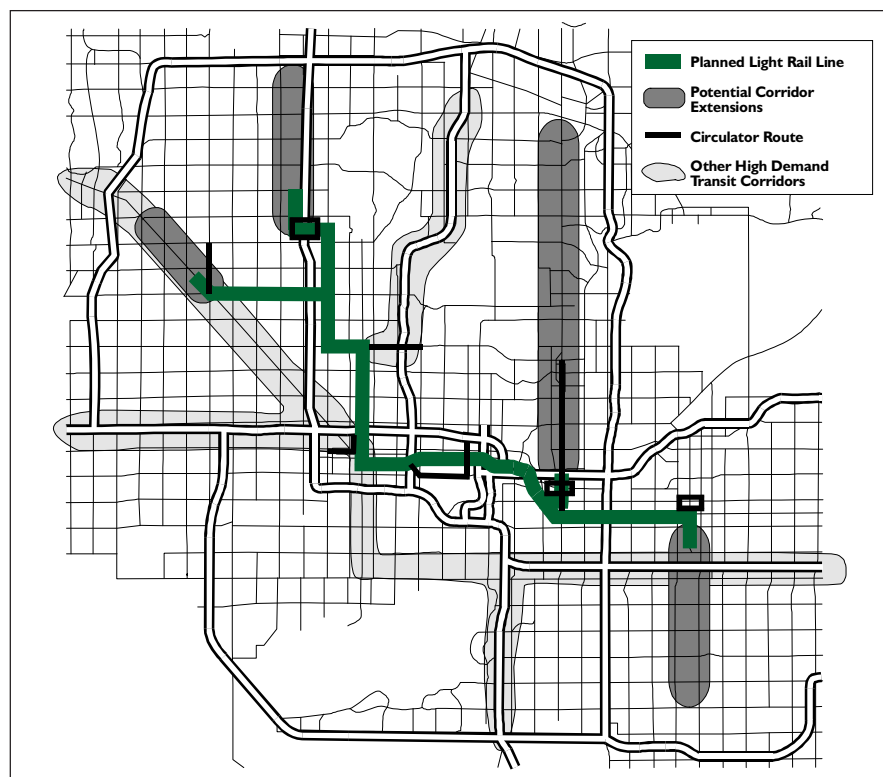
Aviation

The MAG Regional Aviation System Plan Update (RASP), adopted by the Regional Council in December 1993, recommended the following major facility improvements to handle the projected growth in commercial and general aviation traffic.

- A third runway at Phoenix Sky Harbor International Airport
- The development of Williams Gateway Airport into a supplemental commercial service airport as demand warrants
- New runways at the Glendale, and Phoenix-Goodyear airports
- Runway extensions at Mesa, Wickenburg, Buckeye, and Glendale

- New general aviation airport sites after 2015

Changing conditions have prompted a need for the update of the MAG RASP and a re-evaluation of its forecasts and facility recommendations.

Potential projects that could arise from this update or which are beyond the normal 20-year planning horizon include:

- The construction of a new commercial service airport.
- The addition of runways.
- The construction of a new general aviation airport in the Northwest part of the region.
- The construction of more public-use heliports.

- Expanded facilities to accommodate freight.

Bicycle/Pedestrian

The National Bicycling and Walking Study (commissioned by the Federal Highway Administration for the US Department of Transportation) recommends doubling the current percentage of bicycling and walking trips over the next twenty years. To encourage greater use of these low-cost, efficient transportation modes, more bicycle and pedestrian facilities must be provided. Without safe and convenient facilities, few people will walk or bike. People can be encouraged to bike and walk through the use of promotional campaigns which portray a positive image of walkers and bicyclists, emphasize the benefits of bicycling and walking, and provide information about the drawbacks associated with reliance on the automobile.

However, providing more transportation facilities and programs for bicycling and walking alone will NOT increase the number of persons bicycling and walking. As long as driving remains inexpensive and convenient, walking, bicycling and transit will remain unable to increase their modal share.

20 Year Aviation Plan

Legend:
- Commercial Service
- Military
- General Aviation Reliever
- General Aviation
- Existing Runway
- Planned Runway
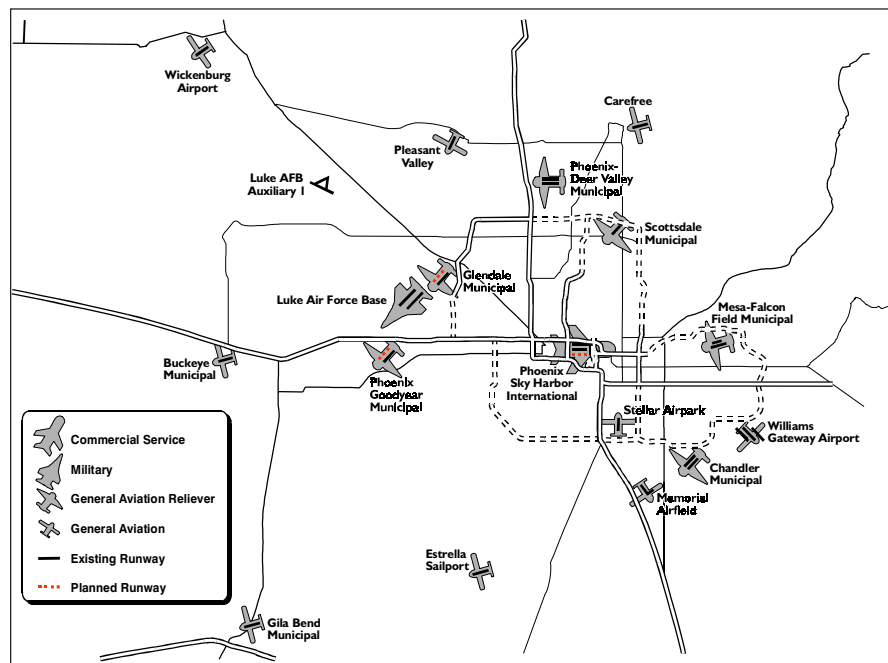
A regional commitment to creating a more people-friendly urban landscape through changes in land use and transportation planning are necessary to increase bicycle and pedestrian travel. Integrating land use and transportation planning allows implementation of many strategies, such as mixed-use and multiple-use zoning, open space preservation and building orientation.

Finally, changes in street and intersection design will increase bicycling and walking trips by making the environment more appealing for these modes. Facilities for bicyclists to store their bikes, shower and change will facilitate bicycling. In addition, planning for and providing shaded walks, appealing rest areas, safe and accessible crosswalks and access to shelters (especially during hot summer days) will encourage more pedestrian travel year round.

To attain the vision for increased bicycle and pedestrian use, MAG has created a Regional Bicycle Plan which focuses on street facilities. Other efforts underway include an update of the Regional Pedestrian plan, implementation of the MAG Pedes-

trian Area Policies and Design Guidelines through the Pedestrian Design Assistance Program, and continued sponsorship of the Walking and Bicycling into the 21st Century Conference Series. In addition, a Regional Off-Street System Plan will identify a region-wide system of off-street pathways for non-motorized travel.

Governance

In the Phoenix metropolitan area, transportation facilities are owned and operated by public agencies including local, regional and state entities. It is important that the responsibilities between these agencies be properly defined to minimize duplication and clarify responsibilities. This will help ensure

accountability and an effective transportation system. The current and potential transportation responsibilities for each level of government is outlined in this section.

Local

Local governments include cities, towns and Indian communities. Local governments own and operate streets, pedestrian facilities, bicycle facilities, airports and transit services. The strength of local government is that it is the closest to the people and, therefore, is the most accountable. However, transportation facilities cross city boundaries and therefore consideration and planning between jurisdictions is necessary. Some regional issues

cannot be effectively addressed by individual jurisdictions and a regional entity is needed. Transportation and air quality are examples of activities best addressed at a regional level.

In most urban regions there is a regional transit operating agency. However, funding for a regional approach has not been successful here in the Valley. Therefore, cities are currently pursuing transit funding referendums separately. However, this does not rule out a regional operating transit agency in the future.


MAG

The Maricopa Association of Governments (MAG) is the designated regional transportation planning agency. It has federal responsibilities to develop a long range plan, a five-year program and ensure that all plans, programs and projects meet air quality requirements. State statues require MAG to define freeway corridors, set priorities and address material cost changes. Also, MAG has designated regional planning responsibilities in related areas including:

- Air Quality
- Solid Waste
- Water Quality
- Socioeconomic Projections
- Human Services
- Population Estimates and Projections

An advantage of MAG is that it brings together all public agencies in the region. The governing body of MAG is the Regional Council and it is comprised of elected officials from cities, towns and Indian communities, as well as a member of the County Board of Supervisors, a member of the State Transportation Board, and the chairman of the Citizen Transportation Oversight Committee (CTOC).

MAG has a weighted voting option to help ensure equality by population size. The accountability of MAG is strengthened because it is comprised of elected officials. An increase in community and business participation with the organization would expand the perspective of the agency. Also, the transportation planning function at MAG is enhanced by its responsibilities for regional air quality, land use and human services planning.
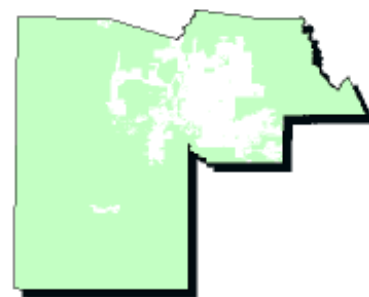
Maricopa County
Maricopa County includes nearly the entire Phoenix urbanized area. The Maricopa County Board of Supervisors is elected by district with equal population size. By past practice, the County has largely limited its transportation commitments to the unincorporated portions of the County. The County Board of Supervisors represents all of Maricopa County but, unlike MAG, it represents only one government. Therefore, it cannot meet federal requirements to be the Metropolitan Planning Organization (MPO).

RPTA
The Regional Public Transportation Authority is a regional transit agency and was established in 1985. Its principal purpose was to develop a transit

plan to present to the voters of Maricopa County. The plan was presented to the voters in 1989 but was not approved. The current level of RPTA funding is very limited. The RPTA currently performs regional transit planning functions, operates the regional rideshare program, provides a limited amount of regional bus service, and generally helps coordinate transit services between jurisdictions. The City of Phoenix is the principal provider of transit service in the Valley and is the designated recipient of federal transit funds. The addition of community and business representatives to its advisory and policy boards would expand the perspective of the organization.

State of Arizona

The Arizona Department of Transportation (ADOT) is responsible for building and operating a system of highways statewide, and all the regional freeways are part of this state highway system. The department has a Planning Division that has responsibilities for statewide transportation planning. The five-year program for ADOT must be approved by the State Transportation Board. The

Board is made up of seven members, six from districts and one statewide.

A concern about ADOT being responsible for regional transportation planning is that the State Transportation Board is dominated by members from rural districts. Although the MAG region has 60% of the population, it has only two members on the Board. Also, ADOT's transportation perspective is highly focused on maintaining rural highway connections between cities.

Federal

The federal government provides funds to the Valley for transportation purposes. It also devises the requirements for how transportation and air quality plans for the region are to be developed.

Funding

This section outlines a long-term perspective for funding. Funding principles, funding sources, and evaluation measures, are considered.

Funding Principles

Transportation funding needs to be adequate to support transportation services, infrastructure and maintenance. These transportation needs also must be balanced against other community needs such as schools, public safety and health care. Transportation funds need to be raised in an equitable manner. The concept of users paying and returning funds to the source where they were collected relates to fairness. Fairness also relates to the extent to which a tax is fair to all income groups. Another concept of fairness is that new development in the Valley should pay the full cost of new infrastructure needed to support this growth.

Funding Sources

Currently, transportation is supported by national, state, regional and local funding sources. Statewide approaches are being considered to increase fuel taxes. The tax rate is currently 18 cents per gallon and would need to be periodically adjusted to keep pace with inflation and more fuel-efficient autos. The gasoline tax, along with the vehicle license tax, supports state routes as well as local streets.

In 1985, a 20-year regional freeway tax was approved by voters. In 1989, a regional sales tax for transit, ValTrans, was defeated. In 1994, a proposed regional half-cent sales tax which would have split revenues 50/50 between freeway and transit also failed. More recently, local jurisdictions have pursued sales tax referendums for transit. A half-cent sales tax for transit in Tempe passed, but similar measures in Phoenix and Scottsdale were defeated. Phoenix is currently planning another transit election for Spring 2000.

In 1994, MAG completed a Revenue Source Analysis Study. The following six 20-year funding packages were considered. Each package would have raised similar levels of funding that were considered adequate to support regional freeway and transit plans.

- *Sales Tax Only.* A new half-cent sale tax and an extension of the existing half-cent sales tax.
- *Traditional Sources.* A combination of sales tax extension, fuel tax, vehicle registration fees and vehicle license tax.
- *Congestion Pricing.* A toll on all freeway travel with rates varying by level of congestion.
- *Environmental Package.* A
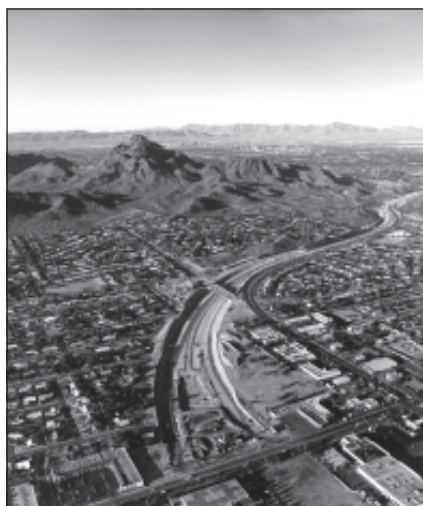
combination of gas tax and vehicle fees. Vehicle fees would be higher for high emission vehicles, could be higher for higher-priced vehicles and would be much higher for high-emission vehicles from out of State.
- *Locally Controlled Sources.* Includes a combination of a property tax plus an extension of the existing half-cent sales tax.
- *Toll New Freeways.* A combination of tolls on new freeways, fuel tax and vehicle license tax.

Evaluation Measures

In the 1994 MAG study, each funding measure was evaluated using the following criteria:
- Revenue yield/effectiveness
- Legislative action required
- Public acceptance
- Flexibility
- Environmental benefits
- Income equity
- Benefit/burden equity
- Administrative cost/complexity

Vision Summary

In this last section, visionary goals are expanded in light of need and prospects. This transportation vision is based on a continuation of broad trends in our society. The last subsection describes a long-term vision. More specific visions in other areas, such as urban form and income distribution, could be used to refine and focus the transportation vision.

Access Goal

Provide convenient access to jobs and other opportunities throughout the region by ensuring an effective transportation system and integrated land use patterns. Transportation provides access to activities — the level of this access depends on speed and land use patterns. Each mode of transportation plays a special role in providing convenient access. Demand management, system management and integrated land use planning can help ensure the effective delivery of access. Beyond current plans, long-term visionary

concepts to maintain mobility could include the following:

- Expansion of roads outward to accommodate new growth.
- Expanded road, aviation and rail facilities to nearby communities.
- Super (high capacity) streets with Intelligent Transportation System (ITS) and grade separations in metropolitan areas.
- Grade separated rail transit to provide rapid access to central activity centers.
- "Smarter" vehicles and roads.
- Enhanced High Occupancy Vehicle (HOV) facilities including more HOV lanes and direct HOV access to expedite carpools and express buses.
- Friendlier environment for pedestrians and bicyclists.
- Increased reliance on telecommunications.

Equitable Goal

Ensure mobility for all citizens in the region. This includes senior citizens, young children, students, persons with disabilities and people who can not afford an automobile. The vast majority of all travel is by automobile, and to a degree, all people benefit from improvements in road corridors. However, some types of transit improvements are more in tune with the needs of the underserved popluations. These include Dial-a-Ride services for senior citizens and those with disabilities, and buses to provide universal coverage for those without an automobile. Beyond planned transit improvements, visionary concepts to meet the needs of the transportation users could include the following:

- Transportation credits for those with special needs.
- Expanded specialized human service transportation programs such as "Wheels to Work" or health care transportation services.

Safety Goal

Ensure that travel is safe. Transportation accidents kill and maim thousands of people every year. Transportation facilities and vehicles need to be constructed and operated to maintain our most basic quality of life — life itself. Also, the enforcement of traffic regulations is essential to safety. New technologies for vehicles, transportation facilities and enforcement can enhance safety.

Economic Goal

Support a strong economy by ensuring access to jobs and the smooth flow of goods and services. Economic well being is basic to our quality of life. This means access for all to jobs — as well as expanded labor pools for employers. In addition, transportation improvements are needed to maintain the flow of goods and services. The smooth movement of freight is an important element to maintaining a strong economy.

All transportation services facilitate access to jobs. High occupancy toll lanes (or congestion pricing) are offered as a long-term concept that may have a special benefit for commerce where time is money. Intelligent Transportation Systems contribute to smoothing travel flows that helps ensure the timely delivery of goods and services. Rail, aviation, highway and pipeline improvements are important in moving goods and services between regions.

Environmental Goal

Ensure that the transportation improvements support a quality environment.

A healthy environment is a critical ingredient in the quality of life. Changes that can more fully integrate transportation into the environment include the following:

- Measures to reduce environmental impoacts from new transportation facilities.
- Higher emission and noise standards for all types of transportation vehicles.
- Facilities, programs, and urban designs that encourage pedestrians and bicyclists.
- Improved transit and high occupancy vehicle facilities to reduce auto trips.

- Demand management programs.
- Increased substitution of telecommunications for travel.
- Integration of land use patterns to encourage shorter trips.

Responsive Government Goal

Ensure that the transportation decision-making process is responsive and accountable to public interests.

Accountability is maximized by involving the lowest level of government possible (i.e., cities and towns) and having elected officials provide leadership. In a large complex urban environment, some issues are best addressed at the regional level. Transportation and air quality are examples of regional issues. The effectiveness of the regional transportation agency is also enhanced if it is responsible for addressing related regional issues including land use, the environment and human services.

Funding Goal

Ensure that transportation funding is adequate and fair.

In order for voters to authorize new transportation funding, there needs to be confidence that
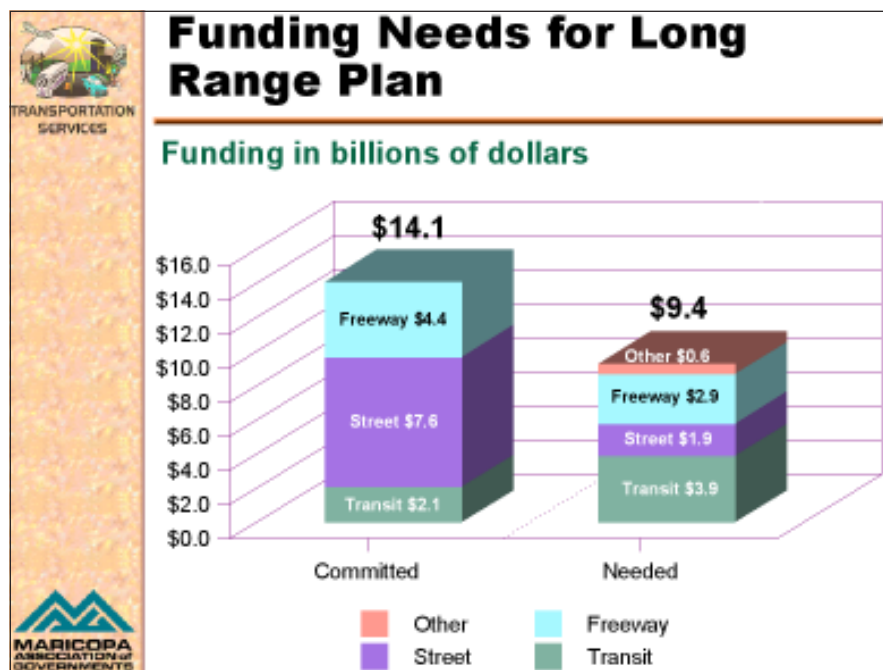
The Funding Plan for the MAG Long Range Transportation Plan is based on existing taxes and projected funds that could be available from increased gas taxes and a new sales tax for transit. More than $14 billion in funds is derived from existing taxes; another $9.4 billion is assumed to come from new taxes.

the projects will be completed in a timely fashion. It is also important that the tax be viewed as fair. Three alternative concepts of fairness include the following:

- Those who pay the tax receive an equitable portion of the taxes back in transportation improvements.
- The tax is not regressive; that is, poor people do not pay a higher proportion of the tax.
- New businesses and homes pay for the transportation services needed to support that new development.

Long Range Vision

Many paths are possible as we plan for the 21st century. This subsection outlines one long range vision for a safe and efficient transportation system that offers multiple choices, ensures mobility for all, is integrated with land use patterns and is compatible with the environment.

Intelligent transportation systems will provide real time transportation and weather information that can enable people to determine their transportation choices with respect to mode and route. Quiet transit systems will serve high density activity cores. Park-and-ride lots and buses will feed a rapid, grade separated system, and circulation systems in core areas will distribute passengers.

Aircraft will be quiet and service more frequent. Delays and waiting will be minimized by automated airport arrivals and boarding procedures. Short-distance aircraft or rail service will serve major activity centers and surrounding satellite cities. More freight will be delivered by air.

Land use patterns and transportation services will be integrated. Developments in outlying areas will be lower-densities supported by autos and telecommunications. In central areas densities will be higher and more dependent on transit. Some neighborhoods will be integrated around walking and bicycle facilities. Also, walking and bicycle facilities will be integrated around transit stops and park-and ride lots. Activity cores will also be integrated around transit.

Transportation vehicles and facilities will be constructed to maximize safety and compatibility with the environment. Vehicles will be non-polluting, quiet and energy efficient. Reliable transportation will be available for all citizens of the region. Educational and promotional programs are important elements in achieving alternative transportation visions for the future.

Urban Features Subcommittee Report

Introduction

The Urban Features subcommittee was chaired by Sara Moya and included committee members Samuel Aubrey, Tom Carrano, Carla, Sylvester Coleman, Steve Gervais, John Graham, Maeve Johnson, Frederick Steiner, Scott Taylor, Judith Tunnel, and Karen Wittmer. Also included was Rebecca Van Marter with the Community Forum.

The Urban Features Subcommittee was formed to make recommendations on our shared vision of our built environment. Its members consist of representatives of many types of special interest communities including business, academic, human service, private development, and neo-traditional development. Because it is important that the built environment be in balance with the natural environment, the subcommittee worked closely with the Natural Features subcommittee.

Recognizing that our transportation is a tool that can be used to shape our built environment and vice versa, the subcommittee also met with the Transportation subcommittee.

Definitions

The term "urban features" had a different meaning to each member of our subcommittee. We agreed that our definition of "urban" features should be free of pre-existing associations. We examined a variety of options and agreed upon the nomenclature of paths, edges, districts, nodes, and landmarks developed by Kevin Lynch in his book, *The Image of the City*, Cambridge: The MIT Press.

Since the terms developed by Lynch were used to describe a city, and our region is many cities, towns and Indian Communities, our subcommittee agreed that we should identify the paths, edges, districts, nodes, and landmarks that each of us

experiences as individuals, members of a neighborhood and as part of a community. We also felt we should identify each of the Lynch elements in terms of our landscape and in terms of the region. The regional elements are the elements that this paper addresses. A description of each of these features is below.

What We Vision

We envision a region with clearly defined regional districts, edges, landmarks, nodes and paths that encourage neighbors to talk, promote civic pride, celebrate our unique desert environment and cultural diversity in balance with the land economy; enable our children to be independent and

safe; respect special populations and nurture human diversity.

We envision a future where the edges of the developed area reflect regional and local goals to promote infill, support revitalization of center city and downtown districts, spend government funds efficiently, and protect existing public and

Definitions

	Paths	Edges	Districts	Nodes	Landmarks
Individual	Trails, Canals	Walls	Neighborhood	Church, Video Store	Mountains, Parks
Neighborhood	Local Streets, Trails, Canals	Arterial Streets	City, Town, Indian Community	Downtowns, Four-corner Commercial Areas	Historic Homes, Parks
Community	Roads, Canals	Freeways, Arterial Streets and Landforms	Downtowns, Historic and Other Neighborhoods	Regional Shopping Centers, Power Centers	Historic Districts Public Buildings (i.e. City Hall)
Landscape	Canals, Trails	Developed Areas	Open Space Preserves, Parks	Trailheads, Lakes	Mountains, Washes, Rivers
Regional	Freeways, Arterial Streets, Canals, Trails	Mountains, Parks, Open Spaces, Federal Lands, Developed Areas	Cities and Towns, Open Space Preserves and Parks	Downtowns Regional Shopping Centers Power Centers	Mountains, Washes, Rivers, Tovrea Castle, Mormon Temple, State Capital

We envision a future where our most important landmarks — the mountains, rivers, unique desert vegetative and wildlife habitats, and view sheds — are regarded on parity with man-made urban features such as buildings, roads, and flood control channels.

private investment in civic infrastructure.

We envision a future where each city, town, or neighborhood has a separate identity that is celebrated through its landmarks and building design. Within each district, we envision neighborhoods and nodes that reflect the variations and anomalies in the character of each district. We envision a future where our most important landmarks — the mountains, rivers, unique desert vegetative and wildlife habitats, and view sheds — are regarded on parity with man-made urban features such as buildings, roads, and flood control channels.

We envision a future where nodes of many scales, each with the same basic elements, exist in each district. The basic elements envisioned for nodes include: a

safe and secure environment for pedestrians; edges that are compatible with other features in the district; a sense of adventure and discovery; a variety of functions; and architecture that respects the scale of the node and is compatible with the character of the immediate environment.

Legitimacy

The physical form of our region is important to our future because it influences how we interact with our neighbors, how we travel to school, to work, to the doctor, and to shop, and the aesthetics and functioning of our communities. Our physical form has economic implications in terms of the opportunities it offers for businesses to locate near or far from other businesses and residences. Our physical form impacts the environment

and the efficiency with which we use our land. Our physical form reflects our history, our southwestern heritage, and the diverse cultures that co-exist throughout the region. We believe that a vision for the future of our built environment is important because:

- In the past several years, our built environment has received tremendous attention in the press and media. When talking about growth, many residents visualize new shopping centers or subdivisions built on previously undeveloped or agricultural land.

- When asked, it seems that not many people want to stop the economic prosperity that has accompanied the region's burgeoning population — but that they are uncomfortable with its manifestation in the built environment.

- Many residents point to the 'sameness' of the communities that are being built to house our new residents. Others are concerned about the elimination of mountain views, access to undeveloped desert, and compatibility with different types of transportation (such as bicycles,

trains or buses). More than half of the homes, streets, buildings, and parks that will be necessary to meet the demands of our year 2025 population are already built. Our opportunity to influence our future built environment decreases with every year.

Current Status

The entire region includes 9,226 square miles. Approximately 19% of the region is considered "urbanized" — developed with homes, shopping centers, office buildings, and roads. The chart below shows the number of square miles that are used or undeveloped.

According to current projections, and if our current land use patterns continue, almost 80 new homes (this includes apartments and town homes) will be built every single day of the year from now until 2025 to accommodate new residents to our region. In other words, we will develop about 22 acres each day from now to 2025 for housing.

If the amount of employment, shopping, and industrial development increases at the same rate as our population (that is, if these uses also double) by 2025, we will develop an additional

We envision a future where the edges of the developed area reflect regional and local goals to promote infill, support revitalization of center city and downtown districts, spend government funds efficiently, and protect existing public and private investment in civic infrastructure.

approximately 5.8 acres a day for these uses.

There are almost 6000 undeveloped or agricultural acres in our region. Even when we consider this land, we have almost twice as much vacant land in the current urbanized area as is needed to accommodate all of the growth projected through 2025, if we were to continue our current urban pattern.

The overall density in our region is about 3.7 homes (apartments, townhouses, mobile homes, and detached houses) per acre. In more developed areas, such as central Phoenix, Scottsdale, and Tempe, the overall density is higher than the average. In more suburban areas, it is about at the average, and in more rural areas, residential densities are below average.

CURRENT LAND USE	AREA (SQ. MI.)
Low Density Residential (less than 1 home per acre)	53
Residential	398
Commercial	40
Industrial/Warehouse	60
Public Facilities	46
Agricultural/Vacant	936
Open Spaces	173
Water/Drainage	44

The paths through our region are being addressed by the Transportation Subcommittee. While the function of a path is determined by its design, the efficiency of the path is substantially affected by the urban features that surround it. The predominant land use pattern in our region places limits on the efficiency of paths, and consequently, less efficient paths (i.e. forms of transportation) are excluded from our region.

Our natural landmarks are our mountains, rivers, washes, and streams. A vision for these landmarks and other natural areas in our region is being developed by the Natural

We envision a future where each city and town (or district) has a separate identity that is celebrated through their landmarks and building design. Within each district, we envision neighborhoods and nodes that reflect the variations and anomalies in the character of each district.

Features Subcommittee. In addition to these important regional landmarks are man-made ones — the state capitol, Tovrea Castle, the Heard Museum and the Mormon Temple, for example. These important landmarks define the character of the district and are part of how we define our region. In the future, other man-made structures will contribute to our history and become landmarks in their own right.

Our nodes are mostly man-made and commercial in origin. As the region grows, there will be more nodes that develop from community centers and from large retail and commercial projects.

Anticipated Trends

Using existing reports, feedback from collaborative groups, and subcommittee observations, ways of redirecting trends to help us accomplish the vision will be explored. The Urban Features Subcommittee will identify existing trends.

Recommendations

- Paths lead to nodes
- Paths support the edges
- Districts, neighborhoods and nodes need to facilitate a diverse economy and provide for affordable housing.
- Identify and preserve landmarks to contribute to each district's identity and character
- Identify and maintain edges which support community values, and remove those edges which contradict them
- Identify areas for land redevelopment and revitalization

Implementation Actions

This section will expand on the broad recommendations in the prior section. It should include specific tasks and name parties responsible for accomplishing the tasks. For example, if your subcommittee recommended that every resident be located within a ten minute walking distance of an open space resource in the prior section, this section could include implementation actions such as:

1. Create a Task Force to identify trailheads throughout the Valley. Responsible Party: Maricopa Association of Governments.

We envision a future where nodes of many scales, each with the same basic elements, exist in each district. The basic elements envisioned for nodes include: a safe and secure environment for pedestrians; edges that are compatible with other features in the district; a sense of adventure and discovery; a variety of functions; and acrchitecture that respects the scale of the node and is compatible with the character of the immediate environment.

2. Complete a directory of existing trails and trailheads so residents can easily access open space now. Responsible Party: American Trails Association, Maricopa Region Office.

Draft Vision Goals

People, Place, Partnerships, Prosperity and Principles

Why Do We Need a Vision for the Valley of the Sun?

In the Phoenix metropolitan region, rapid growth has long been a reality. From 1990 to 1997 Maricopa County was the fastest-growing large county in the United States. Our region's economy is booming; with job growth, small business development, housing permits, and occupancy rates at some of the highest levels in decades. The unemployment rate in the region is one of the lowest in the nation. Yet this rosy economic picture does not tell the whole story.

Increasingly, residents are questioning the expansive growth in the region and its impact on their quality of life and community well being. Economic and geographic disparities, workforce skills, the education system and transportation issues are growing concerns in the Valley of the Sun. Approximately 25 percent of

Valley residents are in need of affordable housing. Nationally, Arizona has the highest percentage of teens that drop out of high school and employers are concerned that there are not enough skilled employees to keep their businesses moving forward in a knowledge-based economy. Despite our strong economic performance, there are compelling needs that must be addressed if the Valley of the Sun is to remain a prosperous, livable community.

The projections for the region's future growth make it apparent that more extensive regional cooperation and planning will be needed. Based on current

trends, the region is projected to grow from 2.9 million residents today to 4.9 million in 2025, almost doubling in a generation. Employment and housing will continue to grow, mainly on the region's perimeter, leading to a projected increase in traffic congestion in the region.

The percent of freeway miles that are congested during the afternoon peak is projected to increase from 18 percent to 34 percent by 2025. This congestion will try people's patience and constrain business productivity. No single entity can effectively address these challenges. Local jurisdictions, regional organizations, businesses, educators and community members will need to work together to govern our growth in a way that benefits our region's people and their quality of life.

Clearly, if a fast-growing region like Maricopa County is to remain a desirable place to live, work and raise a family, our first step must be to develop a broad vision that describes how the region plans to grow—both physically and socially. What kind of place do we want to become? What values, skills and dreams do we want our children

to embrace? What kind of opportunities do we want to be available to the region's residents? And once we know what kind of community we want to become, how do we move the region toward achieving our vision?

Valley Vision 2025 is a regional, public-private partnership with citizen involvement that is seeking to form a vision of what this region would like to be in the year 2025.

Valley Vision 2025 was initiated by the Maricopa Association of Governments and is guided by a committee made up of a diverse cross-section of business, civic and community leaders. Our goal is to provide a forum and an inclusive process in which the diverse residents of the region can shape our common future.

How Are We Developing Our Vision?

The 2025 vision is being developed collaboratively with multiple levels of citizen involvement. During the process, several hundred citizens from throughout the region participated in regional discussions and in local collaborative groups, providing input to the draft vision. Many more residents have responded to a detailed survey about all aspects of the future quality of life in the region, including land use, transportation, environmental quality, education and public safety.

The *Valley Vision 2025* Committee members have taken this input, as well as information about the county's existing and projected conditions, and developed a draft vision and goals for the region's future. These draft goals are the key to realizing our vision. Goals define the broad vision with tangible, attainable objectives that can be measured over time. *Valley Vision 2025* presented these draft goals for comment, input and revision this fall through a series of community forums.

What Themes and Principles Underlie this Vision?

Throughout the discussion and deliberations of the Valley Vision 2025 process, it has been clear that our region has a great deal to be proud of — our multicultural heritage, our unique desert environment, our strong economic performance and the excellent quality of life that many people in the region enjoy. As we examined our present and future challenges, one key principle emerged: continuous improvement through community engagement.

Although our region has considerable strengths, we need to be honest in evaluating our shortcomings so that we can improve. And with so many jurisdictions and such challenging issues, it will take the participation of all regional leaders and citizens to address our common concerns.

Based on information collected throughout the process, the Valley Vision 2025 Committee developed a set of 43 draft goals — a compilation of the issues identified through the visioning process as crucial to the region. In what became known as the "Five P's," the goals were separated into key Valley Vision Principles: People, Place, Prosperity and Partnerships

Principles: The principle of continuous improvement through community engagement is interwoven throughout the remaining four Principles, and becomes the glue that binds the themes together. These principles serve as the core of this draft vision.

People: Caring for the well being of all of our residents can strengthen our community fabric.

Place: Our community identity can be enhanced through high-quality, well-planned growth that preserves the region's distinctive southwestern desert heritage and its natural and working landscapes.

Prosperity: Our community's wealth can be sustained and broadened by connecting economic growth to communities that need it most.

Partnerships: Our community can take action to move toward its vision by developing innovative partnerships to meet our goals.

These themes, based on an overall principle of continuous improvement, signal a shift away from the old pillars of the regional economy — the "Five C's," of cotton, citrus, cattle, copper and climate — to new

priorities for a new economy and community — the "Five P's" of People, Place, Prosperity, Partnerships and Principles.

In the new economy, where global competition and information technology are pervasive, we find that there is a congruence between the issues that people care about and what makes a region economically competitive.

In a recent study, *What matters in Greater Phoenix,* conducted by the Morrison Institute of Public Policy, researchers identified nine major factors that the

PEOPLE

PLACE

Valley Vision Principles

PROSPERITY
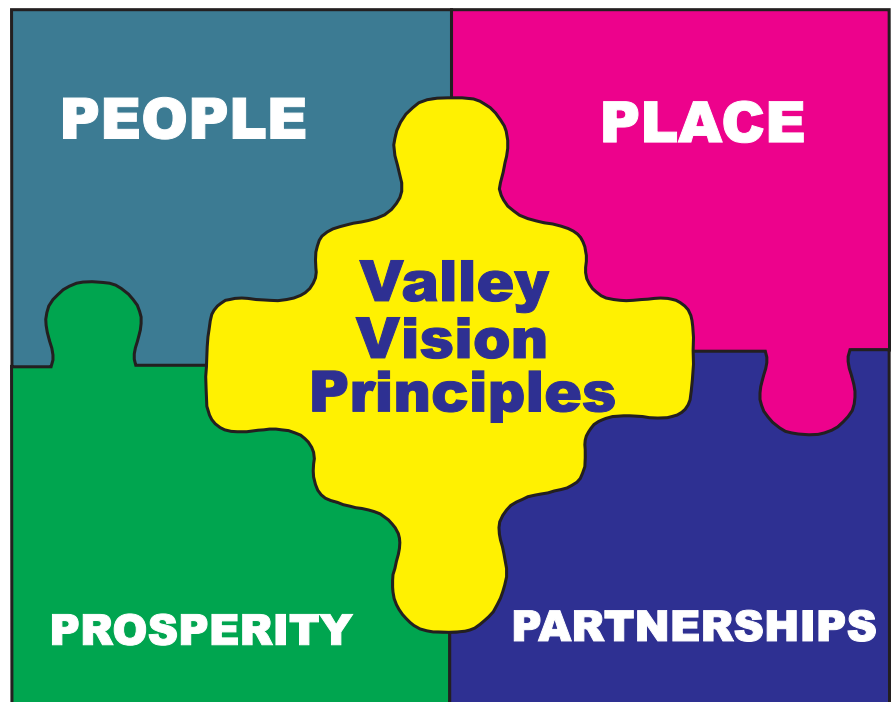
PARTNERSHIPS

Vision for Continuous Improvement		
	Move from this...	*...to this.*
Principles	X Declining quality of life X Individualism that leads to isolation	X Continuous improvement through community engagement X Interdependence, embracing common values and vision
People	X Attracting quantities of people to the Valley	X Attracting quality growth while at the same time investing in the skills and well-being of the existing population
Place	X Sprawling, undifferentiated development	X High-quality, distinctive development X Preserving landscapes, open space, culture
Prosperity	X Resource based (five C s) X Attracting companies with low cost land and labor X Benefits a few	X Knowledge and innovation based X Growing our own industries X Benefits the whole community
Partnerships	X Fragmented regional actions	X Strategic regional partnerships X Consensus between local and regional, public and private sector decision makers

region's citizens see as comprising their quality of life:

- education
- public safety and crime
- health/health care
- environment
- families and children
- economy
- transportation/mobility
- community
- arts-culture-recreation

All major studies of Arizona's economic competitiveness point to the fact that businesses look at these same factors when determining whether to locate or expand. In the new economy, where employees' knowledge and skills are a company's most important asset, our region's long-term economic vitality rests largely on our commitment to this place and its people. The "Five P's" emphasize the region's most important assets in the information age — beginning with Principles (common values and vision) that tie the remaing four themes toghether: People (knowledge and skills); Place (distinctive quality of life); Prosperity (thriving, high wage industries); and Partnerships (capacity to take action regionally).

What Goals Can We Set to Focus Our Actions?

Valley Vision 2025 has drafted potential goal statements to guide investment and action. These draft goals are organized by the four themes: people, place, prosperity and partnerships.

PEOPLE: Goals for investing in the skills and well being of our residents

A. We improve the *range of employment opportunities* in our regional economy so that all people have access to jobs that provide for economic well being.

B. All children have *high quality schools* that are consistently ranked in the top third tier of states according to major indicators of academic and educational excellence.

C. Our institutions of *higher education* provide excellence in learning, enriching our intellectual life and enhancing our economic competitiveness.

D. All people have access to *continuing education* for life-long learning and skill building.

E. All people have access to *affordable health care* education, prevention, and treatment.

F. We respect and celebrate the unique *diversity* of the people in our region.

G. People in crisis are supported by a *social safety net* that helps them resolve their immediate needs and deal with long-term issues.

H. All people remain *independent and contributing members* of our community.

I. We allow children to enjoy childhood while preparing them for responsible adulthood.

J. *Government is responsive* to the needs of its citizens, protective of their rights, effective and efficient in the execution of duties and responsible with the expenditure of public funds.

K. Our people are informed, engaged and *responsible citizens*.

PLACE: Goals for promoting an urban form that creates a sense of place and preserves our region's distinctive southwestern landscapes and open space

Creating a Sense of Place

A. We invest in an urban form that *creates a sense of place* by preserving our Sonoran desert heritage and our natural and cultural land-scapes.

B. We invest in an urban form that creates *distinctive neigh-borhoods* with individual, recognizable characteristics.

C. We invest in an *urban form that is people friendly*, where chil-dren can walk to school safely and adults can access services close to their homes.

D. Valley *residents feel safe and secure* in their homes, on streets, shopping, at work, in their neighborhoods, and where they congregate.

E. Growth decisions in the region better *integrate land use and transportation*.

F. Communities in our region seek a *better balance between jobs, housing and services*.

G. Our growth management respects *private property rights*, recognizing that each indi-vidual has a *responsibility* to promote the long-term quality of life in our region.

H. Our *effective regional transpor-tation system* provides conve-nient access to jobs and other opportunities.

I. We ensure *mobility* for all.

J. *Housing* is available through-out the region to people at all income levels.

K. *Police, fire and emergency medical services* are integrated into communities, responsive to local needs and accountable to citizens.

L. Our *utilities and infrastructure* are safe, reliable, affordable, accessible, environmentally sound and aesthetic.

M. Arts and humanities institu-tions help to define our urban form, vitalize our communities and perserve our rich cultural legacy.

Preserving our Southwestern Landscape and Open Space.

N. We promote the sustainable use of our *air and water re-sources*.

O. We expand and sustain an integrated, contiguous *open space system* of regional parks, desert and mountain pre-serves, and public and private lands that will be a legacy for future generations.

P. We protect and improve appropriate *public access to open space* in desert and mountainous areas.

Q. We take significant measures to *preserve the Sonoran desert habitat* and encourage the use of *plants that are appropriate* to the region.

R. We have *access to urban parks or open space* areas within walk-ing distance of our homes.

S. We recognize our *agricultural history*, maintaining our connection to the land.

PROSPERITY: Goals for promoting a diverse economy by growing innovative businesses

A. We foster economic development and *job growth in lower-income communities.*

B. We *diversify our economic and employment base* by attracting to the region highly compensated, knowledge-intensive jobs.

C. We retain and expand *home-grown businesses* and encourage local entrepreneurship.

D. Our businesses have *access to capital* at each stage of their development.

E. Our region supports a strong economy, positioning us to *export goods* to national and global markets.

F. *Cultural tourism* will grow into a crucial economic ingredient of the Valley's tourism industry by celebrating our arts and unique heritage.

G. We have a *world-class telecommunications infrastructure* that supports our globally competitive economy.

H. We encourage *regional cooperation in economic development.*

I. Our economic *growth benefits our people* through rising income levels.

PARTNERSHIPS: Goals for creating strategic regional partnerships that promote the goals of Vision 2025

A. We ensure that the *regional transportation decision-making* processes are responsive and accountable to public interests and that transportation funding is adequate and fair.

B. We forge long-term, innovative and systemic partnerships between educators and employers that allow us to *respond to the changing workforce preparation needs* of our globally competitive, regional economy.

C. Strong partnerships between business and the K-12 educational system lead to *revitalized schools* that attract and retain people and resources in existing neighborhoods.

D. We develop *regional decision-making processes* to effectively balance growth and open space needs to ensure regional economic prosperity.

E. We develop the capacity to *tackle regional challenges by building strong public-private partnerships* based on business, local government, education and community collaboration.

Public Forums
Reviewing the Goals

Public Forum Process

There were 12 public forums conducted from October through November at various sites around the Valley. Extensive advertising was done to ensure maximum participation at the forums, including public service announcements in major daily and weekly newspapers, 100,000 flyers passed out at the Arizona State Fair, and numerous announcements by Valley Vision 2025 Committee members at different functions. The forums were two hours in length and, with the aid of a facilitator, driven by the dialogue of the participants who attended.

Objective

The objective of the public forums was to provide the public an opportunity to review and comment on the principles and goals developed by the Thematic Subcommittees and Valley Vision 2025 Committee. Participants were asked to rank each of the 43 goals, which fell under the headings of *People, Place, Prosperity, and Partnerships*, This was followed by an open discussion of the goals and principles, to solicit the opinions

What will his world be like in the year 2025?

You can help determine what the Valley will look and feel like for his and future generations. Valley Vision 2025 is a call to action to create a better future for ourselves and our children. We need a shared vision that will ensure this region remains a great place to live, work and raise a family.

We can't do it without you. Join us for a community forum to discuss your vision for the Valley, and to respond to goals already developed over the past year by citizens like you. What kind of place do we want to become? What values do we want our children to embrace? What kinds of transportation, open space, human services and economic opportunities do we want? How do we achieve our vision? Attend one of the following forums near you:

- **Tuesday, October 19**—*Scottsdale Community College, Student Center Bldg/SC164* 9000 E. Chaparral, Scottsdale, 6:30 p.m. - 8:30 p.m.

- **Thursday, November 4**—*Burton Barr Central Library, Music Room* 1221 N. Central, Phoenix, 6:30 p.m. - 8:30 p.m. (Spanish translator available/Habrá interpretación al Español)

- **Wednesday, November 10**—*Rio Salado College, Room 2A* 2323 W. 14th St., Tempe, 6:30 p.m. - 8:30 p.m.

  Please call (602) 254-6300 for additional forum dates and locations, or to arrange accommodation for those with special needs.

V ALLEY VISION
2025
alternatives, choices, solutions

Valley Vision 2025 was initiated by the Maricopa Association of Governments.
This space donated by the Arizona Republic

of citizens about the goals and to collect additional suggestions for the vision.

How the forums were conducted

As each forum began, a video-tape was played to introduce the concept and purpose of the visioning effort. The tape in-cluded Valley Vision 2025 Com-mittee members voicing their concerns and desires for the Valley over the next 25 years.

After the video, participants were welcomed by a facilitator and presented with a brief history and background of the Valley Vision 2025 process. The facilitator then discussed the purpose of the forum, which was to rank the 43 goals so that they could eventually be ren-dered down by the Valley Vision 2025 Committee into a more manageable number and incor-porated into an overall plan.

Participants were given an opportunity to introduce them-selves, and everyone was given a few minutes to review a worksheet consisting of the 43 goals. Participants were then asked to rank the goals on the worksheet on a scale of one to

two-hour session was then concluded.

Tenor of discussion

A majority of the discussion centered around the need for a quality transit system and control of urban sprawl, as well as wise use of open space. The topics of education, employment, culture, and the preservation of the Sonoran or agricultural heritage were also ranked highly. In addition, participants wanted to know how The Vision Committee was going to measure the goals and how MAG would get cities and others to "buy in" to the goals. Feedback on the evaluation forms was highly positive. Detailed reports of each forum are available upon request. A summary of the goals and rankings follows. *

* Place goals "A" and "S" and Prosperity goal "F" include revisions which were not included in the ranking process. Place goal "M" was added after the forum process and is not reflected in the rankings.

five, with five being the most important and one the least important. There were no set amount of fives or ones a participant could assign to any goal.

Upon completion, the worksheets were given to a recorder for tabulation. While the rankings were being tabulated, participants were asked to discuss their thoughts and concerns regarding the goals and to offer any new suggestions that they felt had been overlooked. Toward the end of the session, the recorder would post the tabulated results for the entire group to view, and make any final comments. Participants were thanked for their input, asked to fill out a comment form, and given information on how they could continue involvement in the process. The

MAG VV2025 Public Forum Rankings

Location of Public Forum: Date of Public Forum:	OVERALL RANKINGS	Mesa 10/7/99	Paradise Vly 10/13/99	Glendale 10/14/99	Scottsdale 10/19/99	Chandler 10/21/99	South Mtn. 10/26/99
Number of people participating:	117	14	4	7	12	7	13
PEOPLE:							
A. Range of employment opportunities	4.2	3.8		4.4	3.9	4.4	4.2
B. High quality schools	4.8	4.5		4.5	4.4	4.6	5.0
C. High education	4.4	4.4		4.8	3.9	4.0	4.5
D. Access to continuing education	4.1	4.3		4.3	3.7	3.4	4.8
E. Affordable health care	4.4	4.3		4.0	4.5	4.8	4.8
F. Diversity	3.8	3.6		4.0	2.5	3.9	4.8
G. Social safety net	4.0	3.8		3.4	3.9	4.3	4.0
H. Independent & contributing members	3.8	3.5		4.8	3.2	4.1	4.8
I. Children enjoy childhood	4.0	3.3		4.4	3.3	4.4	4.0
J. Government is responsive	4.4	4.2		4.4	3.7	5.0	4.8
K. Responsible citizens	4.1	4.0		4.8	3.5	3.7	4.6
PLACE:							
A. Create a sense of place	4.2	4.3	4.5	4.6	4.0	4.0	4.2
B. Distinctive neighborhoods	3.5	3.3	2.8	4.0	3.1	3.7	4.2
C. Urban form that is people friendly	4.5	3.7	4.8	4.8	4.2	4.4	5.0
D. Residents feel safe & secure	4.6	4.1	4.5	4.8	3.8	5.0	5.0
E. Integrate land use and transportation	4.4	4.6	2.3	4.6	4.2	4.3	4.4
F. Better balance between jobs, housing & services	3.8	3.9	3.0	4.3	4.1	3.4	4.2
G. Respect private property rights with responsibility	3.7	3.0	2.8	4.2	3.8	3.6	3.8
H. Effective regional transportation system	4.5	4.4	4.5	4.0	4.1	4.1	4.8
I. Mobility for all	3.9	3.5	3.0	4.3	3.4	3.9	4.8
J. Housing available	4.0	3.9	2.8	4.2	3.5	3.7	4.2
K. Police, fire & emergency medical services	4.4	4.1	4.3	4.3	4.1	4.9	4.6
L. Utilities and infrastructure are safe, reliable..	4.2	4.4	4.3	4.0	4.0	4.1	4.6
M. Air and water resources	4.8	4.8	4.8	5.0	4.7	4.9	5.0
N. Expand and sustain open space system	4.3	4.6	4.5	4.6	3.9	4.4	4.2
O. Public access to open space	3.9	4.0	4.0	4.8	3.0	3.9	4.2
P. Preserve Sonoran desert habitat	3.9	4.8	4.3	4.4	3.7	4.4	4.2
Q. Access to urban parks or open space	3.7	3.8	4.5	4.2	2.6	4.3	4.2
R. Preserve agricultural heritage	3.4	2.7	3.0	4.8	2.1	2.7	3.8
PROSPERITY:							
A. Job growth in lower-income communities	4.2	3.9		4.4	4.3	3.7	4.4
B. Diversify our economic/employment base	3.9	4.6		3.7	3.5	3.7	4.2
C. Expand homegrown businesses	4.0	4.3		4.8	3.4	3.8	4.0
D. Businesses have access to capital	3.6	3.0		3.8	3.2	4.1	4.2
E. Region supports strong economy to export goods	3.8	3.9		4.0	2.9	4.1	4.8
F. Cultural tourism	3.5	3.6		3.8	2.4	3.1	4.4
G. World-class telecommunications	4.0	3.8		4.2	3.5	3.6	4.8
H. Regional cooperation in economic development	4.1	3.4		4.0	3.7	4.1	4.8
I. Economic growth benefits our people	4.3	4.2		4.6	3.9	4.3	4.6
PARTNERSHIPS:							
A. Regional transportation decision-making	4.4	4.5		4.3	4.0	4.3	4.8
B. Respond to changing workforce preparation needs	4.3	4.1		4.0	3.5	4.9	4.8
C. Revitalized schools	4.3	3.8		4.2	3.9	4.7	5.0
D. Regional decision-making processes	3.9	3.9		3.8	3.2	4.1	4.2
E. Build strong public-private partnerships	4.0	4.0		3.7	3.6	4.1	4.4

MAG VV2025 Public Forum Rankings

	OVERALL RANKINGS	Surprise 10/28/99	Avondale 11/3/99	Central Phx 11/4/99	Gilbert 11/9/99	Tempe 11/10/99	MAG 11/15/99
Location of Public Forum: Date of Public Forum:							
Number of people participating:	60	5	6	10	10	9	20
PEOPLE:							
A. Range of employment opportunities	4.2	4.0	4.4	4.6	4.0	4.4	4.2
B. High quality schools	4.8	5.0	5.0	5.0	4.9	4.9	4.8
C. High education	4.4	4.6	4.4	4.8	4.6	4.3	4.3
D. Access to continuing education	4.1	3.8	4.2	4.4	4.5	4.1	4.1
E. Affordable health care	4.4	4.4	4.0	4.4	4.1	4.4	4.6
F. Diversity	3.8	2.8	3.2	4.0	4.0	4.3	4.1
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I. Children enjoy childhood	4.0	3.6	4.0	4.0	3.7	4.1	4.2
J. Government is responsive	4.4	4.2	4.4	4.6	4.2	4.5	4.4
K. Responsible citizens	4.1	3.7	3.8	3.8	4.3	4.3	4.3
PLACE:							
A. Create a sense of place	4.2	4.3	4.4	4.3	3.6	4.5	4.4
B. Distinctive neighborhoods	3.5	3.1	3.0	3.9	2.9	3.9	3.4
C. Urban form that is people friendly	4.5	4.0	4.6	5.0	4.6	4.4	4.2
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L. Utilities and infrastructure are safe, reliable..	4.2	4.3	4.2	4.0	4.4	4.3	4.1
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N. Expand and sustain open space system	4.3	3.9	4.0	4.3	4.3	4.5	4.3
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Q. Access to urban parks or open space	3.7	3.9	3.0	4.0	3.3	3.8	3.9
R. Preserve agricultural heritage	3.4	3.0	2.7	3.3	4.0	3.8	4.0
PROSPERITY:							
A. Job growth in lower-income communities	4.2	4.1	3.8	4.0	4.1	4.4	4.3
B. Diversify our economic/employment base	3.9	4.0	3.8	4.3	4.1	3.9	3.6
C. Expand homegrown businesses	4.0	3.4	4.4	4.3	4.0	4.2	4.2
D. Businesses have access to capital	3.6	3.0	4.0	3.7	3.6	3.8	3.9
E. Region supports strong economy to export goods	3.8	2.9	4.2	3.9	4.0	3.9	4.1
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I. Economic growth benefits our people	4.3	4.7	4.6	3.4	4.2	4.6	4.1
PARTNERSHIPS:							
A. Regional transportation decision-making	4.4	4.4	4.8	4.3	4.0	4.8	4.3
B. Respond to changing workforce preparation needs	4.3	4.0	4.2	4.6	4.3	4.4	4.6
C. Revitalized schools	4.3	4.5	4.0	4.1	4.7	4.3	4.1
D. Regional decision-making processes	3.9	3.7	4.0	4.0	4.1	3.8	4.1
E. Build strong public-private partnerships	4.0	3.9	3.8	4.1	4.3	4.2	4.1

Implementing the Vision
Recommendations

Implementing The Vision

Completion of the Valley Vision 2025 Process should include a public opinion survey, establishment of a joint public/private partnership (joint venture), development of implementation strategies and performance measures for the vision. A series of community briefings should be conducted to foster a widespread understanding of the Valley Vision 2025 Plan. The Plan will require approval by the Regional Council, and endorsement from cities and civic groups. Finally, joint venture should provide monitoring and evaluation of progress toward vision goals. These will likely be presented in the form of annual reports.

Public Opinion Survey

A statistically valid, randomly sampled telephone survey of 800 people is recommended to ensure that Valley Vision 2025 reflects the views of all representative groups of the Valley. Survey results will be incorpo-

rated into the final draft of the vision document. A compelling statement of what residents of this region would like to see must be inclusive as ultimately, successful implementation of the plan will hinge upon a broad-based consensus on the vision, and a broad-base of personal and collective actions from all sectors of the community. The survey should be funded with private sector contributions.

The questions should be designed to gain an understanding of what is valued about this region. What are the prevailing fears for the future? What is perceived as the ideal future and what are the barriers to its achievement? How do these compare with the draft vision goals?

The final product should be a report detailing the survey instrument, methodology and resulting data. This report should be used in the next step in finalizing the Valley Vision 2025 Plan and implementation strategies.

Public Private Patnership

To ensure that Valley Vision 2025 is refined and implemented, a joint venture partnership with the private sector should be established. Upon its inception, the joint venture should be launched with a public resolution of commitment, that demonstrates a high degree of commitment to the Vision Plan, and the future of this region. The joint venture should use the existing work of the Valley Vision Committee and Subcommittees, Collaborative Groups, summit, public forum and telephone survey to develop a final vision, implementation strategies and performance measures for the Valley Vision 2025.

Monitoring and Evaluation

Upon completion of implementation strategies and performance measures, joint venture will provide briefings of results throughout the community to the collaborative groups, non profits and faith-based organizations. Joint venture will then monitor the performance measures, and provide annual reports on our progress as a region.